

## Before Starting the Special CoC Application

You must submit both of the following parts in order for us to consider your Special NOFO Consolidated Application complete:

1. the CoC Application, and
2. the CoC Priority Listing.

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

As the Collaborative Applicant, you are responsible for reviewing the following:

1. The Special Notice of Funding Opportunity (Special NOFO) for specific application and program requirements.
2. The Special NOFO Continuum of Care (CoC) Application Detailed Instructions for Collaborative Applicants which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.

CoC Approval is Required before You Submit Your CoC's Special NOFO CoC Consolidated Application

- 24 CFR 578.9 requires you to compile and submit the Special NOFO CoC Consolidated Application on behalf of your CoC.
- 24 CFR 578.9(b) requires you to obtain approval from your CoC before you submit the Consolidated Application into e-snaps.

Answering Multi-Part Narrative Questions

Many questions require you to address multiple elements in a single text box. Number your responses to correspond with multi-element questions using the same numbers in the question. This will help you organize your responses to ensure they are complete and help us to review and score your responses.

Attachments

Questions requiring attachments to receive points state, "You must upload the [Specific Attachment Name] attachment to the 4A. Attachments Screen." Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process. Include a cover page with the attachment name.

- Attachments must match the questions they are associated with—if we do not award points for evidence you upload and associate with the wrong question, this is not a valid reason for you to appeal HUD's funding determination.

- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).

# 1A. Continuum of Care (CoC) Identification

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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**1A-1. CoC Name and Number:** CA-512 - Daly City/San Mateo County CoC

**1A-2. Collaborative Applicant Name:** San Mateo County Human Services Agency

**1A-3. CoC Designation:** CA

**1A-4. HMIS Lead:** San Mateo County Human Services Agency

1A-5.	<b>New Projects</b>	
	Complete the chart below by indicating which funding opportunity(ies) your CoC applying for projects under. A CoC may apply for funding under both set asides; however, projects funded through the rural set aside may only be used in rural areas, as defined in the Special NOFO.	
1.	<b>Unsheltered Homelessness Set Aside</b>	Yes
2.	<b>Rural Homelessness Set Aside</b>	No

## 1B. Project Capacity, Review, and Ranking–Local Competition

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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<b>1B-1.</b>	<b>Web Posting of Your CoC Local Competition Deadline–Advance Public Notice. (All Applicants)</b>	
	Special NOFO Section VII.B.1.b.	
	You must upload the Local Competition Deadline attachment to the 4A. Attachments Screen.	
	Enter the date your CoC published the deadline for project application submission for your CoC's local competition.	08/05/2022

<b>1B-2.</b>	<b>Project Review and Ranking Process Your CoC Used in Its Local Competition. (All Applicants)</b>	
	Special NOFO Section VII.B.1.a.	
	You must upload the Local Competition Scoring Tool attachment to the 4A. Attachments Screen.	
	Select yes or no in the chart below to indicate how your CoC ranked and selected new project applications during your CoC's local competition:	
	1. Established total points available for each project application type.	Yes
	2. At least 33 percent of the total points were based on objective criteria for the project application (e.g., cost effectiveness, timely draws, utilization rate, match, leverage), performance data, type of population served (e.g., DV, youth, Veterans, chronic homelessness), or type of housing proposed (e.g., PSH, RRH).	Yes
	3. At least 20 percent of the total points were based on system performance criteria for the project application (e.g., exits to permanent housing destinations, retention of permanent housing, length of time homeless, returns to homelessness).	Yes

<b>1B-3.</b>	<b>Projects Rejected/Reduced–Notification Outside of e-snaps. (All Applicants)</b>	
	Special NOFO Section VII.B.1.b.	
	You must upload the Notification of Projects Rejected-Reduced attachment to the 4A. Attachments Screen.	
	1. Did your CoC reject or reduce any project application(s)?	Yes
	2. Did your CoC inform the applicants why their projects were rejected or reduced?	Yes
	3. If you selected yes, for element 1 of this question, enter the date your CoC notified applicants that their project applications were being rejected or reduced, in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.	09/30/2022

1B-3a.	<b>Projects Accepted–Notification Outside of e-snaps. (All Applicants)</b>	
	Special NOFO Section VII.B.1.b.	
	You must upload the Notification of Projects Accepted attachment to the 4A. Attachments Screen.	
	Enter the date your CoC notified project applicants that their project applications were accepted and ranked on the New Priority Listings in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.	09/30/2022
1B-4.	<b>Web Posting of the CoC-Approved Special NOFO CoC Consolidated Application. (All Applicants)</b>	
	Special NOFO Section VII.B.1.b.	
	You must upload the Web Posting–Special NOFO CoC Consolidated Application attachment to the 4A. Attachments Screen.	
	Enter the date your CoC posted its Special NOFO CoC Consolidated Application on the CoC’s website or affiliate’s website–which included: 1. the CoC Application, and 2. Priority Listings.	

**You must enter a date in question 1B-4.**

## 2A. System Performance

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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<b>2A-1.</b>	<b>Reduction in the Number of First Time Homeless—Risk Factors.</b>	
	Special NOFO Section VII.B.2.b.	
	Describe in the field below:	
	1. how your CoC determined which risk factors your CoC uses to identify persons becoming homeless for the first time;	
	2. how your CoC addresses individuals and families at risk of becoming homeless; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time or to end homelessness for individuals and families.	

**(limit 2,500 characters)**

As part of its Strategic Plan on Homelessness, the San Mateo County Human Services Agency (HSA, the CoC Lead Agency) is committed to preventing homelessness whenever possible.

(1) HSA analyzes data from Core Service Agencies (8 geographically distributed safety net agencies funded by HSA) and the Homeless Outreach Team to determine factors predictive of homelessness. The Core Service Agencies assess households seeking services (food, clinic, legal, tax preparation, or financial assistance regarding a range of needs) and can identify those households behind on rent or utility bills who are more likely to be at risk of homelessness. The CoC Performance Measurement Committee has also reviewed HMIS first-time homelessness data to identify other prevention strategies. The CoC saw a decrease in first-time homelessness correlated with the pandemic-era increase in available rental assistance and marketing thereof, and with the eviction moratoria.

(2) HSA provides funding to safety net and homelessness prevention services to help at-risk residents maintain their housing, and for shelter diversion as part of Coordinated Entry. During COVID-19, significant new resources were distributed to prevent homelessness for people who lost income due to the pandemic (e.g. ERAP). Prevention services include financial assistance for deposit, rent, and utilities back-pay; transportation assistance; mediation services for negotiating stays; tenants’ rights education; and referral to legal services. The CoC is actively working to maintain system capacity to provide emergency financial assistance to help households maintain housing. HSA also facilitates a monthly workgroup with system partners (foster care, hospital, mental health system, jail) on system alignment and housing for individuals and families at risk of homelessness. HSA supports these systems by sharing information about housing resources and best practices to enhance discharge planning services, supporting family reunification, and providing diversion training. HSA, in partnership with the jail and public hospitals, started a new program for institutional diversion to connect people to housing prior to exiting the County jail or the County hospital. HSA continues to work with these partners to refine strategies to prevent discharge from institutions to homelessness.

(3) HSA’s Center on Homelessness Manager and Analyst are responsible for the CoC’s implementation of strategies to reduce first-time homelessness.

2A-2.	Length of Time Homeless–Strategy to Reduce. (All Applicants)	
	Special NOFO Section VII.B.2.c.	
	Describe in the field below:	
	1. your CoC’s strategy to reduce the length of time individuals and persons in families remain homeless;	
	2. how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the length of time individuals and families remain homeless.	

**(limit 2,500 characters)**

(1 & 2) As part of the design of CES, the San Mateo County Human Services Agency (HSA, the CoC Lead Agency), developed a locally designed assessment tool that gathers information on people’s length of time homeless (LOTH). This data helps prioritize those families and individuals with the longest LOTH and refer them to available housing interventions as quickly as possible. HSA prioritizes available PSH and other housing programs for those with the highest housing barriers and needs, including consideration of the longest LOTH. HSA also invests local funds in Homeless Outreach Teams that develop housing plans for unsheltered homeless individuals, targeting those who have long LOTH. HSA prioritizes Veterans with the longest LOTH and the highest needs for housing resources using the CoC’s by-name Master List of Veterans for referrals to SSVF RRH. HSA facilitates a monthly case conference to discuss Veterans whom they have had difficulty connecting to services or housing, including Veterans with the longest LOTH. In addition to prioritizing those with longest LOTH through CES, HSA works to reduce LOTH, by funding a variety of services within shelters and also in other programs, such as housing programs and homeless outreach programs, that assist people with moving into housing. HSA funds housing-focused case managers at all shelters and works with shelters on strategies to support shelter residents to identify and move into permanent housing as quickly as possible. HSA and the Housing Authority fund housing locator staff that support households experiencing homelessness who are matched to a housing voucher, to help them find a rental unit within the very competitive local rental market. HSA also works with partners to expand the housing resources available to people experiencing homelessness, including prioritizing EHV’s for people experiencing homelessness and maximizing the number of units in affordable housing programs that are set aside for people experiencing homelessness. HSA also convened meetings with shelter, outreach, housing programs, substance abuse treatment, mental health services, older adult programs, and others to discuss individuals who are experiencing homelessness and have significant needs (many of whom have long LOTH) and how homeless programs and partner programs can enhance the ways that they are served and assisted with housing.

(3) The HSA Center on Homelessness Management Analyst is responsible for overseeing these strategies.

2A-3.	Successful Permanent Housing Placement or Retention. (All Applicants)	
	Special NOFO Section VII.B.2.d.	
	Describe in the field below how your CoC will increase the rate that individuals and persons in families residing in:	
1.	emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations; and	
2.	permanent housing projects retain their permanent housing or exit to permanent housing destinations.	

**(limit 2,500 characters)**

(1) The CoC has implemented various strategies to increase housing placements and retention. The San Mateo County Human Services Agency (HSA, the CoC Lead Agency) requires that all programs, including shelters receiving local or ESG funding, offer housing-focused case management and implement housing first practices. ESG-CV funds have been used to target people living in non-congregate shelter for rapid rehousing assistance and additional housing location supports. HSA has provided CoC-wide trainings focused on housing-focused case management, building effective landlord partnerships, and motivational interviewing. Providers receive annual, individualized technical assistance to help improve housing outcomes. The CoC has also invested local resources and increased the inventory of RRH, PSH, and housing locator services. The CoC has also paired locally funded supportive services with utilized Emergency Housing Vouchers to house CES-referred households, and has utilized over 95% of the vouchers to date. Additionally, using funding through the State of CA Project Homekey, five hotels/motels were acquired, including two for immediate use as permanent supportive housing for households experiencing homelessness. A robust CES for all populations (families, youth, and adults) is in place, connecting households to shelter and to housing interventions, such as RRH and PSH, and utilizes the CES assessment to connect households with the highest need to appropriate services to help them re-enter housing.

(2) HSA works closely with permanent housing projects to maintain and improve high housing retention outcomes. The CoC provides training on tenants' rights and mainstream benefits to permanent housing programs. HSA also assists housing programs with connecting with other systems, such as medical care, mental health services, and employment services, to connect their residents with other supportive services designed to help them maintain housing stability. HSA implemented an employment program for people experiencing homelessness, as well as RRH and PSH program participants. HSA hosts bimonthly RRH workgroups where the CoC's five RRH providers convene to share resources and successful practices, and invites outside speakers to share information on supportive services resources of interest to RRH providers.

2A-4.	<b>Returns to Homelessness—CoC's Strategy to Reduce Rate. (All Applicants)</b>	
Special NOFO Section VII.B.2.e.		
Describe in the field below:		
1.	how your CoC identifies individuals and families who return to homelessness;	
2.	your CoC's strategy to reduce the rate of additional returns to homelessness; and	
3.	provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the rate individuals and persons in families return to homelessness.	

**(limit 2,500 characters)**



(1) The CoC identifies common factors of households that return to homelessness by reviewing HMIS data, including via the HUD Stella Performance tool, regarding clients who return to homelessness compared to clients who do not return. This comparison data allows the CoC to identify trends in returns to homelessness, such as the trend that adult-only households have the highest rate of returns to homelessness. The CoC reviews additional data from providers who conduct follow-up outreach to clients after they leave programs.

(2) The CoC implements multiple strategies to prevent returns to homelessness. The CoC provides training to housing programs on mainstream benefits and services, including mental health services, employment services, and public benefits (such as SNAP and Medicaid) to help clients to stabilize in housing. Coordinated Entry prioritizes the available capacity of intensive housing programs, such as PSH for households with longest length of homelessness and highest needs, so they avoid returning to homelessness. HSA funds HOME, an employment program providing intensive vocational and employment services to individuals experiencing homelessness and those in RRH or PSH who have recently re-entered housing, to increase housing stability. The CoC Performance Measurement Committee identified key strategies to reduce returns to homelessness: linking households to mainstream services to ensure housing stability and establishing policies for people in housing with time-limited subsidies to receive support if they need to relocate to another housing unit following initial placement. The CoC has convened meetings with leadership from the behavioral health system, as well as RRH and PSH providers, to discuss best practices to support clients with behavioral health challenges. HSA is planning to develop a shallow subsidy program to support households assisted with disability benefits assistance through the State Housing and Disability Advocacy Program. HSA hosts bimonthly RRH workgroups where the CoC's five RRH providers convene to share resources and successful practices, and where outside speakers are invited to share information on resources that program participants may continue to access after the end of the RRH program. The CoC has seen successive decreases in rates of return to homelessness in recent years.

(3) The HSA Center on Homelessness Management Analyst is responsible for overseeing these strategies.

2A-5.	Increasing Employment Cash Income–Strategy. (All Applicants)	
	Special NOFO Section VII.B.2.f.	

Describe in the field below:	
1.	the strategy your CoC has implemented to increase employment cash sources;
2.	how your CoC works with mainstream employment organizations to help individuals and families increase their cash income; and
3.	provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase income from employment.

(limit 2,500 characters)

(1 & 2) The San Mateo County Human Services Agency (HSA, the CoC Lead Agency) implements a number of strategies to increase employment income as part of its work to increase exits to housing and housing stability among program participants. The CoC Performance Measurement Committee actively monitors systemwide performance, including increases in employment income. Among its performance standards, the CoC measures increased employment income when evaluating CoC-funded projects for renewal or reallocation. Additionally, HSA provides resources to service providers for boosting participant income. HSA operates HOME, a locally funded employment program providing intensive vocational and employment services to individuals experiencing homelessness and those in RRH or PSH who have recently re-entered housing, with the goal of increasing employment income and housing stability. Outreach, shelter, RRH, and PSH programs can refer clients. The HOME program offers a paid, on-the-job training program with flexible schedules to engage participants with barriers to employment. To assist participants entering mainstream employment, the HOME program also offers individualized job placement and job coaching services. HSA also provides information to homeless services providers on additional subsidized childcare resources available in the community. The CoC trains provider agencies on the benefits available to TANF recipients, which includes cash income as well as employment services, job training, assistance covering educational costs and employment materials, transportation, and childcare. HSA also operates employment resource centers which include access to technology to search for and apply for jobs, and also helps people connect to community-based agencies for additional individualized employment services, including WIOA-funded services.

(3) The HSA Center on Homelessness Manager is responsible for overseeing these strategies.

2A-5a.	Increasing Non-employment Cash Income—Strategy. (All Applicants)	
	Special NOFO Section VII.B.2.f.	
	Describe in the field below:	
1.	the strategy your CoC has implemented to increase non-employment cash income;	
2.	your CoC's strategy to increase access to non-employment cash sources; and	
3.	provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase non-employment cash income.	

**(limit 2,500 characters)**

(1 & 2) The San Mateo County Human Services Agency (HSA, the CoC Lead Agency) implements a number of strategies to increase employment income as part of its work to increase exits to housing and housing stability among program participants. The CoC Performance Measurement Committee actively monitors systemwide performance, including increases in employment income. Among its performance standards, the CoC measures increased employment income when evaluating CoC-funded projects for renewal or reallocation. Additionally, HSA provides resources to service providers for boosting participant income. HSA operates HOME, a locally funded employment program providing intensive vocational and employment services to individuals experiencing homelessness and those in RRH or PSH who have recently re-entered housing, with the goal of increasing employment income and housing stability. Outreach, shelter, RRH, and PSH programs can refer clients. The HOME program offers a paid, on-the-job training program with flexible schedules to engage participants with barriers to employment. To assist participants entering mainstream employment, the HOME program also offers individualized job placement and job coaching services. HSA also provides information to homeless services providers on additional subsidized childcare resources available in the community. The CoC trains provider agencies on the benefits available to TANF recipients, which includes cash income as well as employment services, job training, assistance covering educational costs and employment materials, transportation, and childcare. HSA also operates employment resource centers which include access to technology to search for and apply for jobs, and also helps people connect to community-based agencies for additional individualized employment services, including WIOA-funded services.

(3) The HSA Center on Homelessness Manager is responsible for overseeing these strategies.

## 2B. Coordination and Engagement–Inclusive Structure and Participation

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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2B-1.	<b>Inclusive Structure and Participation–Participation in Coordinated Entry. (All Applicants)</b>	
	Special NOFO Sections VII.B.3.a.(1)	
	In the chart below for the period from May 1, 2021 to April 30, 2022:	
	1. select yes or no in the chart below if the entity listed participates in CoC meetings, voted—including selecting CoC Board members, and participated in your CoC’s coordinated entry system; or	
	2. select Nonexistent if the organization does not exist in your CoC’s geographic area:	

	Organization/Person	Participated in CoC Meetings	Voted, Including Electing of CoC Board Members	Participated in CoC’s Coordinated Entry System
1.	Affordable Housing Developer(s)	Yes	Yes	Yes
2.	Agencies serving survivors of human trafficking	Yes	Yes	Yes
3.	CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes
4.	CoC-Funded Victim Service Providers	Yes	Yes	Yes
5.	CoC-Funded Youth Homeless Organizations	Yes	Yes	Yes
6.	Disability Advocates	Yes	Yes	Yes
7.	Disability Service Organizations	Yes	Yes	Yes
8.	Domestic Violence Advocates	Yes	Yes	Yes
9.	EMS/Crisis Response Team(s)	Yes	Yes	Yes
10.	Homeless or Formerly Homeless Persons	Yes	No	No
11.	Hospital(s)	Yes	Yes	Yes
12.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent	No	No
13.	Law Enforcement	Yes	No	No
14.	Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) Advocates	Yes	Yes	Yes
15.	LGBTQ+ Service Organizations	Yes	Yes	Yes
16.	Local Government Staff/Officials	Yes	Yes	Yes
17.	Local Jail(s)	Yes	No	Yes
18.	Mental Health Service Organizations	Yes	Yes	Yes
19.	Mental Illness Advocates	Yes	Yes	Yes

20.	Non-CoC Funded Youth Homeless Organizations	Yes	Yes	Yes
21.	Non-CoC-Funded Victim Service Providers	Nonexistent	No	No
22.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes	Yes	Yes
23.	Organizations led by and serving LGBTQ+ persons	No	No	No
24.	Organizations led by and serving people with disabilities	No	No	No
25.	Other homeless subpopulation advocates	Yes	Yes	Yes
26.	Public Housing Authorities	Yes	Yes	Yes
27.	School Administrators/Homeless Liaisons	Yes	Yes	Yes
28.	Street Outreach Team(s)	Yes	Yes	Yes
29.	Substance Abuse Advocates	Yes	Yes	Yes
30.	Substance Abuse Service Organizations	Yes	Yes	Yes
31.	Youth Advocates	Yes	Yes	Yes
32.	Youth Service Providers	Yes	Yes	Yes
	Other:(limit 50 characters)			
33.	Veteran Service Providers	Yes	Yes	No
34.				

2B-2.	Open Invitation for New Members. (All Applicants)	
	Special NOFO Section VII.B.3.a.(2), V.B.3.g.	

	Describe in the field below how your CoC:
1.	communicated the invitation process annually to solicit new members to join the CoC;
2.	ensured effective communication with individuals with disabilities, including the availability of accessible electronic formats;
3.	conducted outreach to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join your CoC; and
4.	invited organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, other People of Color, persons with disabilities).

(limit 2,500 characters)

(1) The CoC Steering Committee represents a range of stakeholders and regularly adds new members to ensure continued, diverse representation. HSA, the CoC Lead Agency, and the Steering Committee Chair review membership and solicit new members for vacancies due to resignations or term limits, and identify individuals to represent additional stakeholder groups. Outreach includes contacting individuals who have experienced homelessness, service providers, community-based organizations, City and County departments, and other stakeholder groups. A standing invitation to apply is posted on the CoC website, including general information on the Steering Committee and how to join. Interested individuals can contact HSA or the Chair to request to join. 13 new members have been added since 2019.

(2) HSA ensures all CoC information is accessible via its public website, including meeting dates, CoC contact information, and NOFO-related notifications. The website hosts machine-readable PDFs. Information is also communicated via email. In person CoC meetings are held in ADA accessible locations. Since the onset of the pandemic, all CoC meetings have been held virtually, further expanding accessibility. Virtual meeting access information is posted on the CoC website prior to each meeting.

3) HSA staff and Steering Committee members outreach to people who have experienced homelessness by contacting current and former clients of homeless programs, advocacy groups, homeless service providers, and local committees that have members with lived experience. Information about joining the Steering Committee or subcommittees is published on the CoC website and interested individuals may contact HSA directly to join. HSA conducts focus groups with current shelter clients and created a new Lived Experience Advisory Group (LEAG) that is a subcommittee of the CoC Steering Committee. The LEAG meets regularly and consists of shelter, outreach, and provider staff with prior lived experience, along with current and former shelter and program clients.

(4) HSA and CoC members utilize their connections in the community to identify and recruit committee members from organizations serving culturally specific communities. Currently, 3 organizations that work in BIPOC communities with high rates of homelessness have seats on the board. Additionally, 1 seat is held by an organization providing LGBTQ+ services. Multiple organizations serving people with disabilities are represented on the Steering Committee.

2B-3.	CoC's Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness. (All Applicants)	
	Special NOFO Section VII.B.3.a.(3)	

Describe in the field below how your CoC:	
1.	solicited and considered opinions from a broad array of organizations and individuals that have knowledge of homelessness or an interest in preventing and ending homelessness;
2.	communicated information during public meetings or other forums your CoC uses to solicit public information; and
3.	took into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness.

**(limit 2,500 characters)**

(1) The San Mateo County Human Services Agency (HSA, the CoC Lead Agency) involves an array of stakeholders with an interest in preventing and ending homelessness. The CoC Steering Committee includes members with varying levels of expertise, including people with lived experience, staff from private sector, non-profit and governmental entities. All members are encouraged to make presentations or provide updates on topics they think are relevant to the work of the CoC. Recently, HSA made a presentation on the CoC's Strategic Plan to End Homelessness and gathered input from homelessness response system stakeholders and persons with lived experience. CoC members have also recently made presentations on: WIOA-funded employment services, DV services, services for students experiencing homelessness, TANF benefits, presentation regarding the Emergency Housing Voucher (EHV) program, and emergency rental assistance.

(2) CoC meetings are open to the public and non-members are welcome. HSA maintains a list of community members who are notified of CoC meetings and provided information on CoC activities, trainings, and system updates. Interested parties are encouraged to participate, regardless of whether they are voting members. Meeting agendas are sent in advance and include opportunities for attendees to provide input on CoC policies.

(3) HSA gathers input from entities and planning bodies working to address homelessness through public meetings of the HOPE Interagency Council (a city/county/stakeholder coordinating body), the Community Action Agency, providers, and a range of local elected officials. Recently, HSA worked with a consulting firm to conduct a series of focus groups with homelessness response system stakeholders and people experiencing homelessness to gather input used to develop the CoC's Strategic Plan to End Homelessness. In 2022, the CoC has been the co-lead in a county-wide summit on ending homelessness to engage public and private partners. This summit consisted of virtual events and involved the business community, cities, community groups and provider agencies. An in-person event is planned to be held in October with the goal of gathering input on how to address challenges in ending homelessness in San Mateo County.

2B-4.	Public Notification for Proposals from Organizations Not Previously Funded. (All Applicants)	
	Special NOFO Section VII.B.3.a.(4)	

Describe in the field below how your CoC notified the public:	
1.	that your CoC's local competition was open and accepting project applications;
2.	that your CoC will consider project applications from organizations that have not previously received CoC Program funding;
3.	about how project applicants must submit their project applications;
4.	about how your CoC would determine which project applications it would submit to HUD for funding; and
5.	how your CoC effectively communicated with individuals with disabilities, including making information accessible in electronic formats.

**(limit 2,500 characters)**

(1) San Mateo County Human Services Agency (HSA, the CoC Lead Agency) announced CoC funding availability via email blasts on August 4, 2022 and on the agency website on August 5, 2022.

(2) The CoC encourages new organizations to apply for CoC funding. CoC funding availability was broadly announced to both CoC funded and non-CoC funded organizations. An informational session was announced on August 11 via email and public posting. The session was held on August 15, resulting in attendance from CoC-funded and non-CoC funded agencies. Materials from the session were publicly posted on August 22 to be available for any CoC-funded and non-CoC funded agencies who may not have attended the live session.

(3) Information about the process and timeline for submission of proposals for both new and renewal funding was emailed broadly on August 4 and posted to the HSA website on August 5. An informational meeting for applicants was held on August 15 in which HSA staff and the CoC's TA provider reviewed the process and responded to questions. The CoC's TA provider responded to emailed questions from potential applicants, including organizations not currently funded, to help with navigation in e-snaps and respond to questions about application requirements.

(3) The CoC's written Project Review and Ranking Policy was approved on July 28, 2022, at a publicly announced meeting of the CoC Steering Committee. A meeting announcement and draft of the Policy was broadly distributed via email blast and posted to the HSA website. The Policy document describes how the CoC will score and rank projects, including using an independent, non-conflicted panel to score and rank project applications.

(4) CoC information is readily accessible via the HSA public website, including CoC contact information, NOFO-related notifications, and machine-readable PDFs of all materials relating to the CoC competition.



## 2C. Coordination / Engagement—with Federal, State, Local, Private, and Other Organizations

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

2C-1.	<b>Coordination with Federal, State, Local, Private, and Other Organizations. (All Applicants)</b>	
	Special NOFO Section VII.B.3.b.	
	In the chart below:	
	1. select yes or no for entities listed that are included in your CoC’s coordination, planning, and operations of projects that serve individuals, families, unaccompanied youth, persons who are fleeing domestic violence who are experiencing homelessness, or those at risk of homelessness; or	
	2. select Nonexistent if the organization does not exist within your CoC’s geographic area.	

	Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects	Coordinates with Planning or Operations of Projects
1.	Funding Collaboratives	Nonexistent
2.	Head Start Program	No
3.	Housing and services programs funded through Local Government	Yes
4.	Housing and services programs funded through other Federal Resources (non-CoC)	Yes
5.	Housing and services programs funded through private entities, including Foundations	Yes
6.	Housing and services programs funded through State Government	Yes
7.	Housing and services programs funded through U.S. Department of Health and Human Services (HHS)	Yes
8.	Housing and services programs funded through U.S. Department of Justice (DOJ)	Yes
9.	Housing Opportunities for Persons with AIDS (HOPWA)	Yes
10.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent
11.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes
12.	Organizations led by and serving LGBTQ+ persons	Yes
13.	Organizations led by and serving people with disabilities	Yes
14.	Private Foundations	Yes
15.	Public Housing Authorities	Yes
16.	Runaway and Homeless Youth (RHY)	No
17.	Temporary Assistance for Needy Families (TANF)	Yes
	Other:(limit 50 characters)	
18.		

2C-2.	CoC Consultation with ESG Program Recipients. (All Applicants)	
	Special NOFO Section VII.B.3.b.	

Describe in the field below how your CoC:	
1.	consulted with ESG Program recipients in planning and allocating ESG funds;
2.	participated in evaluating and reporting performance of ESG Program recipients and subrecipients;
3.	provided Point-in-Time (PIT) count and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area; and
4.	provided information to Consolidated Plan Jurisdictions to address homelessness within your CoC's geographic area so it could be addressed in Consolidated Plan update.

**(limit 2,500 characters)**

(1) The San Mateo County Department of Housing (DOH) is the only entity within the CoC that receives an ESG allocation. DOH is also the administrative entity for CDBG, ESG-CV and State ESG and ESG-CV funds received by San Mateo County. CoC and DOH staff collaboratively design the local application processes for ESG and ESG-CV and jointly establish funding priorities, ensuring alignment with the CoC's strategic plan, key program performance metrics, and system performance measures. CoC staff review funding applications along with DOH staff and provide input on ESG funding allocations. ESG allocations are approved by the Housing and Community Development Committee (HCDC), which includes representation from the CoC Steering Committee. For ESG-CV, DOH sent out a survey requesting feedback from the public and stakeholders regarding immediate needs in the community because of COVID-19, which was used to help prioritize needs.

(2) HSA provides performance data from HMIS on ESG-funded programs to DOH. HSA and DOH staff discuss program performance, strengths, and challenges of ESG-funded programs. As part of the continuous monitoring process, HSA and DOH review data from ESG and ESG-CV-funded programs, which include evaluating the specific projects staffing, organizational structure, and service delivery. HSA and DOH incorporate performance measurements within their contracts with ESG-funded shelters and RRH programs. Contracts are monitored on a quarterly basis. HSA also collaborates with DOH staff on evaluating each program's role in the homelessness system, including how they receive referrals from CES. Through the ongoing evaluation, it has been identified that ESG funds have been critical to increasing shelter capacity, specifically regarding non-congregate shelter options.

(3) HSA responds to requests for HMIS, PIT and HIC data as needed by all partners, including the 3 Con. Plan jurisdictions in the County geography.

(4) The Con. Plan jurisdictions all reach out to HSA when information is needed for Con Plan updates. HSA prepares data from a range of sources, including from the PIT count, HMIS, and other local data sources; HSA also supports with drafting or editing narratives relating to the County's overall homelessness response, Strategic Plan, and other topics.

2C-3.	Discharge Planning Coordination. (All Applicants)
	Special NOFO Section VII.B.3.c.

Select yes or no in the chart below to indicate whether your CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs.

1.	Foster Care	Yes
2.	Health Care	Yes
3.	Mental Health Care	Yes
4.	Correctional Facilities	Yes

2C-4.	CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts. (All Applicants)
	Special NOFO Section VII.B.3.d.

Select yes or no in the chart below to indicate the entities your CoC collaborates with:

1.	Youth Education Provider	No
2.	State Education Agency (SEA)	No
3.	Local Education Agency (LEA)	Yes
4.	School Districts	No

2C-4a.	CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts–Formal Partnerships. (All Applicants)
	Special NOFO Section VII.B.3.d.

Describe in the field below:

1.	how your CoC collaborates with the entities checked in Question 2C-4; and
2.	the formal partnerships your CoC has with the entities checked in Question 2C-4.

**(limit 2,500 characters)**

(1&2) The San Mateo County Human Services Agency (the CoC lead agency) maintains a strong relationship with the San Mateo County Office of Education (SMCOE), which is the LEA and coordinates with the CA Dept. of Education (SEA), to remove educational barriers for homeless children, assist children with accessing education and understanding their educational rights, and supporting the academic success of homeless children. The SMCOE Homeless Liaison holds a seat on the CoC Steering Committee and communicates about data on homeless students, resources for students who are homeless, and ensuring a coordinated system of care. The Homeless Liaison is a resource for the CoC, homeless service providers, and other stakeholders about the educational rights of families and supportive services available for children experiencing homelessness. HSA coordinates with providers of services for youth and provides information to our CoC member agencies on how to access these services, including mental health counseling for young people through StarVista and Behavioral Health and Recovery Services. HSA contracts with LifeMoves and the Core Service Agencies to provide services to families experiencing homelessness, inclusive of services for children. HSA has regular meetings with the SMCOE Homeless Liaison to coordinate to address needs of children in local school districts.

2C-4b.	CoC Collaboration Related to Children and Youth—Informing Individuals and Families Experiencing Homelessness about Eligibility for Educational Services. (All Applicants)	
	Special NOFO Section VII.B.3.d.	

Describe in the field below written policies and procedures your CoC adopted to inform individuals and families who become homeless of their eligibility for educational services

**(limit 2,500 characters)**

The CoC’s written policies, as incorporated in the CoC Governance Charter, require all providers of services, shelter and housing for families with children must inform residents about their eligibility for educational services. Providers are also expected to ensure children are enrolled in school or an early childhood education program and connected to appropriate community services. All family shelters have Children’s Services Coordinators whose role is to assist parents and children with understanding their rights and ensuring they are able to access the services for which they are eligible. During the shelter intake process for families, shelter staff assesses each child’s academic needs, screen them for special education needs, provide school supplies, and inform the families of their educational rights, including transportation assistance. Shelter staff also assist the family in completing the school enrollment process. Shelters have identified that some aspects of the school enrollment process can be challenging for homeless families (for example, gathering documentation of immunization requirements and birth certificates) so the shelters have established processes to assist families with completing the school enrollment process as quickly as possible. Shelter staff also maintain close connections with the local homeless education liaisons for their local schools to address any challenges that arise with school enrollment or accessing educational services. Children’s Services Coordinators focus on providing developmentally appropriate services for children to enhance their academic progress.

2C-5.	Mainstream Resources–CoC Training of Project Staff. (All Applicants)	
	Special NOFO Section VII.B.3.e.	

Indicate in the chart below whether your CoC trains project staff annually on the following mainstream resources available for program participants within your CoC’s geographic area:

	Mainstream Resource	CoC Provides Annual Training?
1.	Food Stamps	Yes
2.	SSI–Supplemental Security Income	No
3.	TANF–Temporary Assistance for Needy Families	Yes
4.	Substance Abuse Programs	Yes
5.	Employment Assistance Programs	Yes
6.	Other	Yes

2C-5a.	Mainstream Resources–CoC Collaboration with Project Staff Regarding Healthcare Organizations. (All Applicants)	
	Special NOFO Section VII.B.3.e.	

Describe in the field below how your CoC:

1.	systemically provides up-to-date information on mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within your CoC’s geographic area;
2.	works with project staff to collaborate with healthcare organizations to assist program participants with enrolling in health insurance;
3.	provides assistance to project staff with the effective use of Medicaid and other benefits; and
4.	works with projects to promote SOAR certification of program staff.

(limit 2,500 characters)

(1) HSA offers homelessness response system providers regular training on mainstream benefits, health, and employment services, including enrollment processes and application tips for program participants as well as service providers. HSA facilitated quarterly trainings at emergency shelters for families on how to enroll families in TANF, and coordinates to help all homelessness response system providers to access SOAR training.

(2) HSA works closely with the Healthcare for the Homeless program, which is part of the County's Health Department, to ensure people experiencing homelessness are enrolled in Medicaid (Medi-Cal) or other health insurance programs for which they are eligible. All providers of services in the homelessness response system can direct clients to HSA to assist with enrollment. HSA works hand in hand with Healthcare for the Homeless (HCH) to ensure that people experiencing homelessness are able to use their Medicaid and other health benefits. HCH operates mobile clinics and vans that bring health services to people who are unsheltered or living in shelters. The County also operates Street Medicine (providing primary care and psychiatric services) and a HEAL (mental health clinicians serving people who are unsheltered), which both serve people who are unsheltered and work closely with homeless programs. Health Department leadership and CoC staff meet on a regular basis to ensure that structures are in place for people experiencing homelessness to receive health care services, including substance abuse treatment, mental health treatment, and physical health treatment.

(3 & 4) HSA coordinates to help all homelessness response system providers to access SOAR training. HSA also receives state Housing and Disability Advocacy Program funding, which is used to provide eligible, Coordinated Entry-referred households with SSI/SSDI benefits advocacy in conjunction with housing navigation, rental subsidy, and supportive services during the benefits application process.

### 3A. New Projects With Rehabilitation/New Construction Costs

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

3A-1.	Rehabilitation/New Construction Costs–New Projects. (Rural Set Aside Only).	
	Special NOFO Section VII.A.	
	If the answer to the question below is yes, you must upload the CoC Letter Supporting Capital Costs attachment to the 4A. Attachments Screen.	
	Is your CoC requesting funding for any new project(s) under the Rural Set Aside for housing rehabilitation or new construction costs?	No

### 3B. Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

3B-1.	Designating SSO/TH/Joint TH and PH-RRH Component Projects to Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)	
	Special NOFO Section VII.C.	

Is your CoC requesting to designate one or more of its SSO, TH, or Joint TH and PH-RRH component projects to serve families with children or youth experiencing homelessness as defined by other Federal statutes?	No
--	----

3B-2.	Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)	
	Special NOFO Section VII.C.	
	You must upload the Project List for Other Federal Statutes attachment to the 4A. Attachments Screen.	
	If you answered yes to question 3B-1, describe in the field below:	
	1. how serving this population is of equal or greater priority, which means that it is equally or more cost effective in meeting the overall goals and objectives of the plan submitted under Section 427(b)(1)(B) of the Act, especially with respect to children and unaccompanied youth than serving the homeless as defined in paragraphs (1), (2), and (4) of the definition of homeless in 24 CFR 578.3; and	
	2. how your CoC will meet requirements described in Section 427(b)(1)(F) of the Act.	

(limit 2,500 characters)



## 4A. Attachments Screen For All Application Questions

Please read the following guidance to help you successfully upload attachments and get maximum points:

- |  |    |   |
|--|----|---|
|  | 1. | You must include a Document Description for each attachment you upload; if you do not, the Submission Summary screen will display a red X indicating the submission is incomplete.  |
|  | 2. | You must upload an attachment for each document listed where 'Required?' is 'Yes'   |
|  | 3. | We prefer that you use PDF files, though other file types are supported—please only use zip files if necessary. Converting electronic files to PDF, rather than printing documents and scanning them, often produces higher quality images and reduces file size. Many systems allow you to create PDF files as a Print Option. If you are unfamiliar with this process, you should consult your IT Support or search for information on Google or YouTube. |
|  | 4. | Attachments must match the questions they are associated with.  |
|  | 5. | Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process.  |
|  | 6. | If you cannot read the attachment, it is likely we cannot read it either.<br>- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).<br>- We must be able to read everything you want us to consider in any attachment.                           |
|  | 7. | Open attachments once uploaded to ensure they are the correct attachment for the required Document Type.  |

Document Type	Required?	Document Description	Date Attached
1B-1. Local Competition Announcement	Yes	Local Competition...	10/18/2022
1B-2. Local Competition Scoring Tool	Yes	Local Competition...	10/18/2022
1B-3. Notification of Projects Rejected-Reduced	Yes	Notification of P...	10/18/2022
1B-3a. Notification of Projects Accepted	Yes	Notification of P...	10/18/2022
1B-4. Special NOFO CoC Consolidated Application	Yes		
3A-1. CoC Letter Supporting Capital Costs	No		
3B-2. Project List for Other Federal Statutes	No		
P-1. Leveraging Housing Commitment	No	Leveraging Housin...	10/18/2022
P-1a. PHA Commitment	No	PHA Commitment	10/18/2022
P-3. Healthcare Leveraging Commitment	No	Healthcare Levera...	10/18/2022
P-9c. Lived Experience Support Letter	No	Lived Experience ...	10/18/2022
Plan. CoC Plan	Yes	CoC Plan for Serv...	10/18/2022

## **Attachment Details**

**Document Description:** Local Competition Announcement

## **Attachment Details**

**Document Description:** Local Competition Scoring Tool

## **Attachment Details**

**Document Description:** Notification of Projects Rejected-Reduced

## **Attachment Details**

**Document Description:** Notification of Projects Accepted

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:** Leveraging Housing Commitment

## **Attachment Details**

**Document Description:** PHA Commitment

## **Attachment Details**

**Document Description:** Healthcare Leveraging Commitment

## **Attachment Details**

**Document Description:** Lived Experience Support Letter

## Attachment Details

**Document Description:** CoC Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs

## Submission Summary

Ensure that the Special NOFO Project Priority List is complete prior to submitting.

Page	Last Updated
1A. CoC Identification	10/06/2022
1B. Project Review, Ranking and Selection	Please Complete
2A. System Performance	10/06/2022
2B. Coordination and Engagement	10/12/2022
2C. Coordination and Engagement–Con't.	10/18/2022
3A. New Projects With Rehab/New Construction	No Input Required
3B. Homelessness by Other Federal Statutes	10/07/2022
4A. Attachments Screen	Please Complete
Submission Summary	No Input Required

**1B-1 – LOCAL COMPETITION ANNOUNCEMENT**

Per HUD’s Detailed Instructions, these documents comprise the Local Competition Announcement.

Included are:

**Section 1:** Screenshot of the due date for project applications documenting that the local submission deadline was at least 30-days prior to October 20, 2022.

**Section 2:** PDF of email notification of competition documenting that the local submission deadline was at least 30-days prior to October 20, 2022.

## Special NOFO Project Review and Ranking Process

The [Project Review and Ranking Process for the Special NOFO](#) was approved by the CoC Steering Committee on Thursday, July 28<sup>th</sup>.

### Project Application

Project applications are due by email to [HSA\\_Homeless\\_Programs@smcgov.org](mailto:HSA_Homeless_Programs@smcgov.org) no later than Friday, September 2, 2022 by 5:00 p.m. Applicants must submit the following documents to the email above by the date/time above:

- PDF of the completed project application from e-snaps
- Word version of the completed New Project Application Narrative

Please review the [Availability of Funding for New Projects](#) for information about funding availability and the application process.

The application template can be accessed via the following link:

- [New Project Application Narrative](#)

### Questions?

If you have any questions about the Special NOFO, please send them to Ana Morales ([amorales1@smcgov.org](mailto:amorales1@smcgov.org)) and Jessica Silverberg ([jsilverberg@smcgov.org](mailto:jsilverberg@smcgov.org)).

**From:** [Tammie Sweetser](#)  
**Subject:** Special NOFO – Project Application and Availability of Funding Documents  
**Date:** Thursday, August 4, 2022 7:42:19 AM  
**Attachments:** [New Project Narrative Application Template 2022 Special NOFO issued 8-4-22.docx](#)  
[2022 Special NOFO - Availability of New Project Funding.pdf](#)  
**Importance:** High

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Dear San Mateo County CoC Stakeholders and CoC Steering Committee,

Attached please find the following Special NOFO documents:

- New Project Application Narrative
- Availability of Funding for New Projects

Project applications are due by email to [HSA\\_Homeless\\_Programs@smcgov.org](mailto:HSA_Homeless_Programs@smcgov.org) no later than Friday, September 2, 2022 by 5:00 p.m. Applicants must submit the following documents to the email above by the date/time above:

- PDF of the completed project application from e-snaps
- Word version of the completed New Project Application Narrative

All documents will be posted momentarily on our Special NOFO website:  
<https://www.smcgov.org/hsa/continuum-care-special-nofo>.

If you have any questions about the Special NOFO, please email Hana Gossett, Focus Strategies ([hana@focusstrategies.net](mailto:hana@focusstrategies.net)); Vanessa Fenley, Focus Strategies ([vanessa@focusstrategies.net](mailto:vanessa@focusstrategies.net)); and Ana Morales, HSA ([amorales1@smcgov.org](mailto:amorales1@smcgov.org)). Please include all 3 contacts on all emails.

Thank you,

- The Center on Homelessness Team

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Confidentiality Notice: This e-mail message, including any attachments, is for the sole use of intended recipient(s) and may contain confidential and protected information. Any unauthorized review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.



**1B-2 – LOCAL COMPETITION SCORING TOOL**

Per HUD's Detailed Instructions, this document reflects the required Local Competition Scoring Tool attachment.

**ATTACHMENT A**  
**SCORING FACTORS FOR PROJECTS:**  
**2022 Special NOFO**

The review panel may reject an application if threshold criteria are not met, including the following:

- Applicant is not eligible to apply for CoC funds
- Applicant is applying for an ineligible project type
- Project does not serve an eligible population
- Project is not willing to participate in coordinated entry
- Project is not willing to use HMIS (or, for domestic violence [DV] survivor providers, a comparable data system)
- Project is not willing to incorporate identified healthcare leverage into project application or utilize healthcare services or resources once operational

Rating Factor	Score Range
<p>1. HUD System Performance Objectives and Strategies to Advance System Performance</p> <p>a. The project identifies performance targets that contribute to advancing system performance measures.</p> <p>b. The project articulates how it will advance the system performance objectives set forth by HUD:</p> <ul style="list-style-type: none"> <li>• Reduce new entries into homelessness</li> <li>• Reduce the length of time people are homeless</li> <li>• Reduce returns to homelessness</li> <li>• Increase participant income</li> </ul> <p>c. Type, scale, location of the supportive services fit the needs of the program participants, are readily accessible, and advance system performance objectives. This includes services funded by the CoC grant and other project funding sources.</p> <ul style="list-style-type: none"> <li>• For SSO projects, project describes how they will connect people to permanent housing and the coordinated entry system</li> <li>• For RRH projects, project meets National Alliance to End Homelessness (NAEH) RRH standards as outlined in <a href="#">Performance Benchmarks and Program Standards.pdf (endhomelessness.org)</a></li> <li>• For PSH projects, there are sufficient services to ensure participants are successfully supported to access and sustain housing</li> <li>• There is a specific plan to ensure participants are individually assisted to obtain the benefits of the mainstream health, social, and employment programs for which they are eligible</li> <li>• There is a specific plan to ensure participants are assisted to secure services from the healthcare system.</li> <li>• There is a specific plan to ensure participants are assisted to obtain and remain in permanent housing in a manner that fits their needs</li> <li>• There is a specific plan to ensure participants are assisted to increase their incomes and live independently</li> </ul>	0-25
2. Program Planning	0 - 10

Rating Factor	Score Range
<ul style="list-style-type: none"> <li>• Applicant has demonstrated how they will conduct ongoing assessment to ensure the project is promoting racial equity and described how they will take steps to address any identified disparities in how people of different races and ethnicities access the program, experience the program once enrolled, and the outcomes of the program</li> <li>• There is a specific plan to ensure there are no barriers to participation faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population</li> <li>• Applicant has described how the project will involve people with lived experience of homelessness in providing input on program planning and evaluation, development of policies and procedures, and decision-making structures and processes</li> <li>• For applicable housing programs (scattered site PSH, RRH, or TH-RRH), the applicant has described how they recruit and work with landlords</li> </ul>	
<p>3. Responding to Unsheltered Homelessness</p> <ul style="list-style-type: none"> <li>• Project contributes to the CoC’s efforts to reduce rates of unsheltered homelessness</li> <li>• Project targets participants who are coming from the street or other locations not meant for human habitation, emergency shelters, safe havens, or fleeing domestic violence</li> <li>• Project has a plan to engage with people in the target population to access the program</li> </ul>	0-5
<p>4. Appropriateness of Housing</p> <ul style="list-style-type: none"> <li>• Type, scale, and location of the housing fit the needs of the program participants</li> <li>• Participants are assisted to secure housing as quickly as possible</li> <li>• Programs and activities are offered in a setting that enables homeless people with disabilities to fully interact with others without disabilities possible</li> </ul>	0-5
<p>5. Housing First Model</p> <ul style="list-style-type: none"> <li>• Project will have low barriers to entry and does not screen out applicants based on having no or low income, active or history of substance use, criminal record (except for State mandated requirements), history of domestic violence) or lack of willingness to participate in services</li> <li>• Project prioritizes rapid placement and stabilization in permanent housing</li> <li>• Project will not terminate participation for: failure to participate in services, failure to make progress on service plan, loss of income or failure to improve income; being a victim of domestic violence, or other activities not covered in the lease agreement</li> </ul>	0-15
<p>6. Timing</p> <ul style="list-style-type: none"> <li>• Applicant has a clear plan to begin operations when the contract is executed. Within six months of contract execution may be awarded up to 10 points and within one year of contract execution may be awarded up to 5 points</li> </ul>	0-10
<p>7. Applicant Capacity</p>	0-10

Rating Factor	Score Range
<ul style="list-style-type: none"> <li>• Recent relevant experience in providing housing to people experiencing homelessness</li> <li>• Recent data submitted demonstrates strong performance for relevant services and/or housing provided</li> <li>• Relevant experience in operation of housing projects or programs, administering leasing or rental assistance funds, delivering services and entering data and ensuring high-quality data in a system (HMIS or a similar data system)</li> <li>• Organization has track record of involving people with lived experience of homelessness</li> <li>• Experience administering Continuum of Care or other similar federal funding</li> <li>• Organizational and finance capacity to track funds and meet all HUD reporting and fiscal requirements</li> <li>• If application has sub recipients, applicant organizations have experience working together</li> <li>• Any outstanding monitoring or audit issues or issues are explained</li> </ul>	
<p>8. Financial Feasibility and Effectiveness</p> <ul style="list-style-type: none"> <li>• Costs appear reasonable and adequate to support proposed program</li> <li>• Match requirement is met</li> <li>• Additional resources leveraged</li> </ul>	0-10
<p>9. Project Type Prioritization</p> <ul style="list-style-type: none"> <li>• PSH – 20 points</li> <li>• RRH – 10 points</li> <li>• TH/RRH – 0 points</li> <li>• SSO – 0 points</li> </ul>	0-20
<b>TOTAL</b>	<b>110</b>
<b>BONUS POINTS</b>	
<p>In the Special NOFO, HUD will provide additional points in the overall CoC application for communities that include one or more permanent housing projects (PSH or RRH) on the Project Priority List demonstrating coordination with housing providers organizations. To align with this HUD priority, bonus points will be awarded to new PSH or RRH projects with the following feature:</p>	
<p><u>Bonus:</u> Project utilizes housing subsidies or subsidized housing units not funded through the CoC or ESG program, such as through private organizations, State or local government (including HOME funds from the American Rescue Plan), Public Housing Agencies, faith-based organizations or federal programs other than CoC or ESG.</p>	10
<p>To receive bonus points, applications must provide written documentation of commitment of resources from the housing provider.</p>	
<b>Maximum Total Bonus Points</b>	<b>10</b>
Maximum Application Total	<b>120</b>

**1B-3 – NOTIFICATION OF PROJECTS REJECTED-REDUCED**

Per HUD's Detailed Instructions, these documents comprise the required Notification of Projects Rejected-Reduced attachments.

Included are:

- 1. Email/letter notification to Retraining the Village** (project application reduced)
- 2. Email/letter notification to Housing Authority of the County of San Mateo** (project application reduced)
- 3. Email notification to all project applicants and CoC Steering Committee of publicly posted priority listing** (dated 9/30/2022)
- 4. Screenshot of publicly posted Priority Listing** (dated 9/30/2022)
- 5. Publicly posted Priority Listing** (dated 9/30/2022)

## Liz Lange

---

**From:** Liz Lange  
**Sent:** Friday, September 30, 2022 9:03 AM  
**To:** Halley Crumb (Halleycrumb@retrainingthevillage.org)  
**Cc:** HSA\_Homeless\_Programs  
**Subject:** 2022 Special NOFO Project Application Notification- RTV  
**Attachments:** 2022 Special NOFO Project Application Notification- RTV.pdf

**Importance:** High

Dear Ms. Crumb,

This letter is to inform you that the San Mateo County CoC project review panel for the Special NOFO met on September 28. Based on their review and ranking of applications, the System and Housing Navigation Services SSO project application from Retraining the Village was accepted onto the Priority Listing.

Project Name	Project Score	Rank	Amount Applied For	Amount Approved
System and Housing Navigation SSO	77.2	4	\$1,203,781	\$943,794

Your project application scored 77.2 points (out of 110 possible points, plus bonus points) and was ranked #4. Please note the review panel approved your application at an amount of \$943,794. This is a decrease from your original application request of \$1,203,781. This decision was made based on limited funding availability and the need to balance project needs of the CoC.

The review panel wanted to note, with appreciation, Retraining the Village's expertise and experience in advancing racial equity, working to engage people with lived experience in program decision-making, and working with people with substance use disorders. The review panel believes the SSO services you will be able to provide with this funding, if HUD awards funding to the CoC, are critical to the San Mateo County community. As you work to revise your e-snaps application, the review panel would request you shift the application to focus more towards the adult population as they experience the highest rates of unsheltered homelessness in San Mateo County. Please do not take any action in e-snaps at this time; we will be in touch separately regarding submitting your project application in e-snaps.

Projects may appeal the decision of the review panel, in accordance with competition policies. In the event that an appeal is successful, it may impact the rank order or approved amount of funding for other projects on the Priority Listing. Should your project placement on the Priority Listing or the amount of funding you're approved for be adjusted as the result of a project appeal, you will receive a notification in writing prior to October 14, 2022.

If you wish to appeal this decision, please submit your appeal request by email to [hsa\\_homeless\\_programs@smcgov.org](mailto:hsa_homeless_programs@smcgov.org) and [elange@smcgov.org](mailto:elange@smcgov.org) no later than 5:00pm on Wednesday, October 5, 2022. Appeals will be handled according to the process outlined in the CoC's approved Project Review and Ranking Process document, which is posted at: <https://www.smcgov.org/hsa/continuum-care-special-nofo>

The CoC Steering Committee will then meet on October 14, 2022 to approve the final Priority Listing. Please be aware that this decision is not final until the CoC Steering Committee has met to approve the final list. In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback will be provided in late 2022, after the CoC Special NOFO competition process closes.

Sincerely,

Liz Lange, MPA  
Human Services Analyst, Center on Homelessness  
San Mateo County Human Services Agency  
[elange@smcgov.org](mailto:elange@smcgov.org) | 650-802-2018



**COUNTY OF SAN MATEO**

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## Liz Lange

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**From:** Liz Lange  
**Sent:** Friday, September 30, 2022 9:03 AM  
**To:** Ron Babiera  
**Cc:** HSA\_Homeless\_Programs  
**Subject:** 2022 Special NOFO Project Application Notification- HACSM  
**Attachments:** 2022 Special NOFO Project Application Notification- HACSM.pdf  
  
**Importance:** High

Dear Mr. Babiera,

This letter is to inform you that the San Mateo County CoC project review panel for the Special NOFO met on September 28. Based on their review and ranking of applications, the Working Together PSH application from the Housing Authority of the County of San Mateo was accepted onto the Priority Listing.

Project Name	Project Score	Rank	Amount Applied For	Amount Approved
Working Together PSH	103.8	3	\$3,121,362	\$2,447,223

Your project application scored 103.8 points (out of 110 possible points, plus bonus points) and was ranked #3. Please note the review panel approved your application at an amount of \$2,447,223. This is a decrease from your original application request of \$3,121,362. This decision was made based on limited funding availability and the need to balance project needs of the CoC.

The review panel took note of the submitted budget, including the proportion of funding allocated to supportive services. They want to ensure, as you work to revise your budget in preparation for submitting the application in e-snaps, that HACSM is considering the appropriate ratio of staff to residents given the population served. In addition, they encourage HACSM to continue to work on strengthening efforts to advance racial equity and involve people with lived experience into project planning, evaluation, and decision-making.

Finally, the review panel did note some responses in the submitted application were not thorough. For this competition, as you work to finalize your e-snaps application, please ensure all questions have been answered thoroughly and completely. For future competitions, please note that not all review panelists may be aware of HACSM, your current projects, or the outcomes you have shown. Please be thorough in your responses to ensure HACSM's project applications are competitive against other applicants. Please do not take any action in e-snaps at this time; we will be in touch separately regarding submitting your project application in e-snaps.

Projects may appeal the decision of the review panel, in accordance with competition policies. In the event that an appeal is successful, it may impact the rank order or approved amount of funding for other projects on the Priority Listing. Should your project placement on the Priority Listing or the amount of funding you're approved for be adjusted as the result of a project appeal, you will receive a notification in writing prior to October 14, 2022.

If you wish to appeal this decision, please submit your appeal request by email to [hsa\\_homeless\\_programs@smcgov.org](mailto:hsa_homeless_programs@smcgov.org) and [elange@smcgov.org](mailto:elange@smcgov.org) no later than 5:00pm on Wednesday, October 5, 2022. Appeals will be handled according to the process outlined in the CoC's approved Project Review and Ranking Process document, which is posted at: <https://www.smcgov.org/hsa/continuum-care-special-nofo>

The CoC Steering Committee will then meet on October 14, 2022 to approve the final Priority Listing. Please be aware that this decision is not final until the CoC Steering Committee has met to approve the final list.



In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback will be provided in late 2022, after the CoC Special NOFO competition process closes.

Sincerely,

Liz Lange, MPA  
Human Services Analyst, Center on Homelessness  
San Mateo County Human Services Agency  
[elange@smcgov.org](mailto:elange@smcgov.org) | 650-802-2018



**COUNTY OF SAN MATEO**

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## Liz Lange

---

**From:** Liz Lange  
**Sent:** Friday, September 30, 2022 10:26 AM  
**Cc:** HSA\_Homeless\_Programs  
**Subject:** 2022 Special NOFO Project Priority Listing Draft  
**Attachments:** Prelim Priority List\_San Mateo Special NOFO\_09282022.pdf

**Importance:** High

Dear San Mateo County CoC Stakeholders and CoC Steering Committee,

Please see attached 2022 Special NOFO Project Priority Listing draft as of 9/28/2022, which is also saved on our website: <https://www.smcgov.org/hsa/continuum-care-special-nofo>

The CoC Steering Committee will meet on October 14, 2022 to approve the final Project Priority List. Please note that the placement decisions are not final until the CoC Steering Committee has met to approve the final list.

If you have any questions or comments, please contact [hsa\\_homeless\\_programs@smcgov.org](mailto:hsa_homeless_programs@smcgov.org) and [elange@smcgov.org](mailto:elange@smcgov.org).

Thanks,  
Liz Lange

Liz Lange, MPA  
Human Services Analyst, Center on Homelessness  
San Mateo County Human Services Agency  
[elange@smcgov.org](mailto:elange@smcgov.org) | 650-802-2018



**COUNTY OF SAN MATEO**

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## Applications for Planning and HMIS projects are due by email to

[HSA\\_Homeless\\_Programs@smcgov.org](mailto:HSA_Homeless_Programs@smcgov.org) no later than Friday, September 23, 2022. Applicants must submit a Word version of the completed Planning and HMIS Project Application Narrative to the email above by the date above. The application template can be accessed via the following link:

- [Planning and HMIS Project Application Narrative](#)

## Project Priority Listing

Linked below is the 2022 Special NOFO Project Priority Listing draft as of September 28, 2022. The CoC Steering Committee will meet on October 14, 2022 to approve the final Project Priority List. Please note that the placement decisions are not final until the CoC Steering Committee has met to approve the final list.

[2022 Special NOFO Project Priority Listing draft](#)

## Questions?

If you have any questions about the Special NOFO, please send them to Liz Lange ([elange@smcgov.org](mailto:elange@smcgov.org)) and Jessica Silverberg ([jsilverberg@smcgov.org](mailto:jsilverberg@smcgov.org)).

**COUNTY OF SAN MATEO**



400 County Center, Redwood City, CA 94063 | (650) 363-4000

**San Mateo County CoC Special NOFO Preliminary Priority Listing  
 As of 9/28/2022**

Alloted Amount	Current Allocation Amount	Difference
\$3,533,868	\$ 3,533,868.00	\$0

Rank	Agency Name	Project Name	Application Type	Project Score	Application \$ Requested	Approved Amount	Accepted/ Rejected
1	San Mateo County Human Services Agency	CoC Planning Application	Planning	NA*	\$ 106,016.00	\$ 106,016.00	Accepted
2	San Mateo County Human Services Agency	HMIS	HMIS	NA*	\$ 36,835.00	\$ 36,835.00	Accepted
3	Housing Authority of the County of San Mateo	Working Together PSH	PSH	103.8	\$ 3,121,362.00	\$ 2,447,223.00	Accepted
4	Retraining the Village	Retraining the Village SSO	SSO	77.2	\$ 1,203,781.00	\$ 943,794.00	Accepted

\*The CoC Planning Application and the CoC HMIS Application were not scored and were ranked 1 & 2, respectively, in accordance with CoC-approved competition policies.

**1B-3a – NOTIFICATION OF PROJECTS ACCEPTED**

Per HUD’s Detailed Instructions, these documents comprise the required Notification of Projects Accepted attachments.

Included are:

- 1. Email/letter notification to each accepted project** (San Mateo County for CoC Planning and HMIS, Retraining the Village, and Housing Authority of the County of San Mateo – dated 9/30/2022)
- 2. Email notification to all project applicants and CoC Steering Committee of publicly posted priority listing** (dated 9/30/2022)
- 3. Screenshot of publicly posted Priority Listing** (dated 9/30/2022)
- 4. Publicly posted Priority Listing** (dated 9/30/2022)

## Liz Lange

---

**From:** Liz Lange  
**Sent:** Friday, September 30, 2022 9:01 AM  
**To:** Jessica Silverberg  
**Cc:** HSA\_Homeless\_Programs  
**Subject:** 2022 Special NOFO Project Application Notification- CoC Planning  
**Attachments:** 2022 Special NOFO Project Application Notification- CoC Planning.pdf

**Importance:** High

Dear Jessica,

This letter is to inform you that the San Mateo County CoC project review panel for the Special NOFO met on September 28. Based on their review and ranking of applications, the Planning Grant Application from the San Mateo County, Human Services Agency, Center on Homelessness was accepted onto the Priority Listing.

Project Name	Project Score	Rank	Amount Applied For	Amount Approved
CoC Planning Application	N/A	1	\$106,016	\$106,016

Your project application was not scored and was ranked #1, in accordance with Special NOFO competition policies, approved by the CoC Steering Committee.

The CoC Steering Committee will meet on October 14, 2022 to approve the final Priority Listing. Please be aware that this decision is not final until the CoC Steering Committee has met to approve the final list. Projects may appeal the decision of the review panel, in accordance with competition policies. In the event that an appeal is successful, it may impact the rank order or approved amount of funding for other projects on the Priority Listing. Should your project placement on the Priority Listing or the amount of funding you're approved for be adjusted as the result of a project appeal, you will receive a notification in writing prior to October 14, 2022.

Please do not take any action in e-snaps at this time; we will be in touch separately regarding submitting your project application in e-snaps.

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback will be provided in late 2022, after the CoC Special NOFO competition process closes.

Sincerely,

Liz Lange, MPA  
Human Services Analyst, Center on Homelessness  
San Mateo County Human Services Agency  
[elange@smcgov.org](mailto:elange@smcgov.org) | 650-802-2018



**COUNTY OF SAN MATEO**

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## Liz Lange

---

**From:** Liz Lange  
**Sent:** Friday, September 30, 2022 9:02 AM  
**To:** Jessica Silverberg  
**Cc:** HSA\_Homeless\_Programs  
**Subject:** 2022 Special NOFO Project Application Notification- HMIS  
**Attachments:** 2022 Special NOFO Project Application Notification- HMIS.pdf

**Importance:** High

Dear Jessica,

This letter is to inform you that the San Mateo County CoC project review panel for the Special NOFO met on September 28. Based on their review and ranking of applications, the 2022 Special CoC HMIS Application from the San Mateo County, Human Services Agency, Center on Homelessness was accepted onto the Priority Listing.

Project Name	Project Score	Rank	Amount Applied For	Amount Approved
2022 Special CoC HMIS	N/A	2	\$36,835	\$36,835

Your project application was not scored and was ranked #2, in accordance with Special NOFO competition policies, approved by the CoC Steering Committee.

The CoC Steering Committee will meet on October 14, 2022 to approve the final Priority Listing. Please be aware that this decision is not final until the CoC Steering Committee has met to approve the final list. Projects may appeal the decision of the review panel, in accordance with competition policies. In the event that an appeal is successful, it may impact the rank order or approved amount of funding for other projects on the Priority Listing. Should your project placement on the Priority Listing or the amount of funding you're approved for be adjusted as the result of a project appeal, you will receive a notification in writing prior to October 14, 2022.

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In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback will be provided in late 2022, after the CoC Special NOFO competition process closes.

Sincerely,

Liz Lange, MPA  
Human Services Analyst, Center on Homelessness  
San Mateo County Human Services Agency  
[elange@smcgov.org](mailto:elange@smcgov.org) | 650-802-2018



**COUNTY OF SAN MATEO**

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## Liz Lange

---

**From:** Liz Lange  
**Sent:** Friday, September 30, 2022 9:03 AM  
**To:** Halley Crumb (Halleycrumb@retrainingthevillage.org)  
**Cc:** HSA\_Homeless\_Programs  
**Subject:** 2022 Special NOFO Project Application Notification- RTV  
**Attachments:** 2022 Special NOFO Project Application Notification- RTV.pdf

**Importance:** High

Dear Ms. Crumb,

This letter is to inform you that the San Mateo County CoC project review panel for the Special NOFO met on September 28. Based on their review and ranking of applications, the System and Housing Navigation Services SSO project application from Retraining the Village was accepted onto the Priority Listing.

Project Name	Project Score	Rank	Amount Applied For	Amount Approved
System and Housing Navigation SSO	77.2	4	\$1,203,781	\$943,794

Your project application scored 77.2 points (out of 110 possible points, plus bonus points) and was ranked #4. Please note the review panel approved your application at an amount of \$943,794. This is a decrease from your original application request of \$1,203,781. This decision was made based on limited funding availability and the need to balance project needs of the CoC.

The review panel wanted to note, with appreciation, Retraining the Village's expertise and experience in advancing racial equity, working to engage people with lived experience in program decision-making, and working with people with substance use disorders. The review panel believes the SSO services you will be able to provide with this funding, if HUD awards funding to the CoC, are critical to the San Mateo County community. As you work to revise your e-snaps application, the review panel would request you shift the application to focus more towards the adult population as they experience the highest rates of unsheltered homelessness in San Mateo County. Please do not take any action in e-snaps at this time; we will be in touch separately regarding submitting your project application in e-snaps.

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Sincerely,

Liz Lange, MPA  
Human Services Analyst, Center on Homelessness  
San Mateo County Human Services Agency  
[elange@smcgov.org](mailto:elange@smcgov.org) | 650-802-2018



**COUNTY OF SAN MATEO**

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## Liz Lange

---

**From:** Liz Lange  
**Sent:** Friday, September 30, 2022 9:03 AM  
**To:** Ron Babiera  
**Cc:** HSA\_Homeless\_Programs  
**Subject:** 2022 Special NOFO Project Application Notification- HACSM  
**Attachments:** 2022 Special NOFO Project Application Notification- HACSM.pdf

**Importance:** High

Dear Mr. Babiera,

This letter is to inform you that the San Mateo County CoC project review panel for the Special NOFO met on September 28. Based on their review and ranking of applications, the Working Together PSH application from the Housing Authority of the County of San Mateo was accepted onto the Priority Listing.

Project Name	Project Score	Rank	Amount Applied For	Amount Approved
Working Together PSH	103.8	3	\$3,121,362	\$2,447,223

Your project application scored 103.8 points (out of 110 possible points, plus bonus points) and was ranked #3. Please note the review panel approved your application at an amount of \$2,447,223. This is a decrease from your original application request of \$3,121,362. This decision was made based on limited funding availability and the need to balance project needs of the CoC.

The review panel took note of the submitted budget, including the proportion of funding allocated to supportive services. They want to ensure, as you work to revise your budget in preparation for submitting the application in e-snaps, that HACSM is considering the appropriate ratio of staff to residents given the population served. In addition, they encourage HACSM to continue to work on strengthening efforts to advance racial equity and involve people with lived experience into project planning, evaluation, and decision-making.

Finally, the review panel did note some responses in the submitted application were not thorough. For this competition, as you work to finalize your e-snaps application, please ensure all questions have been answered thoroughly and completely. For future competitions, please note that not all review panelists may be aware of HACSM, your current projects, or the outcomes you have shown. Please be thorough in your responses to ensure HACSM's project applications are competitive against other applicants. Please do not take any action in e-snaps at this time; we will be in touch separately regarding submitting your project application in e-snaps.

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Sincerely,

Liz Lange, MPA  
Human Services Analyst, Center on Homelessness  
San Mateo County Human Services Agency  
[elange@smcgov.org](mailto:elange@smcgov.org) | 650-802-2018



**COUNTY OF SAN MATEO**

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## Liz Lange

---

**From:** Liz Lange  
**Sent:** Friday, September 30, 2022 10:26 AM  
**Cc:** HSA\_Homeless\_Programs  
**Subject:** 2022 Special NOFO Project Priority Listing Draft  
**Attachments:** Prelim Priority List\_San Mateo Special NOFO\_09282022.pdf

**Importance:** High

Dear San Mateo County CoC Stakeholders and CoC Steering Committee,

Please see attached 2022 Special NOFO Project Priority Listing draft as of 9/28/2022, which is also saved on our website: <https://www.smcgov.org/hsa/continuum-care-special-nofo>

The CoC Steering Committee will meet on October 14, 2022 to approve the final Project Priority List. Please note that the placement decisions are not final until the CoC Steering Committee has met to approve the final list.

If you have any questions or comments, please contact [hsa\\_homeless\\_programs@smcgov.org](mailto:hsa_homeless_programs@smcgov.org) and [elange@smcgov.org](mailto:elange@smcgov.org).

Thanks,  
Liz Lange

Liz Lange, MPA  
Human Services Analyst, Center on Homelessness  
San Mateo County Human Services Agency  
[elange@smcgov.org](mailto:elange@smcgov.org) | 650-802-2018



**COUNTY OF SAN MATEO**

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## Applications for Planning and HMIS projects are due by email to

[HSA\\_Homeless\\_Programs@smcgov.org](mailto:HSA_Homeless_Programs@smcgov.org) no later than Friday, September 23, 2022. Applicants must submit a Word version of the completed Planning and HMIS Project Application Narrative to the email above by the date above. The application template can be accessed via the following link:

- [Planning and HMIS Project Application Narrative](#)

## Project Priority Listing

Linked below is the 2022 Special NOFO Project Priority Listing draft as of September 28, 2022. The CoC Steering Committee will meet on October 14, 2022 to approve the final Project Priority List. Please note that the placement decisions are not final until the CoC Steering Committee has met to approve the final list.

[2022 Special NOFO Project Priority Listing draft](#)

## Questions?

If you have any questions about the Special NOFO, please send them to Liz Lange ([elange@smcgov.org](mailto:elange@smcgov.org)) and Jessica Silverberg ([jsilverberg@smcgov.org](mailto:jsilverberg@smcgov.org)).

**COUNTY OF SAN MATEO**



400 County Center, Redwood City, CA 94063 | (650) 363-4000

**San Mateo County CoC Special NOFO Preliminary Priority Listing  
As of 9/28/2022**

Alloted Amount	Current Allocation Amount	Difference
\$3,533,868	\$ 3,533,868.00	\$0

Rank	Agency Name	Project Name	Application Type	Project Score	Application \$ Requested	Approved Amount	Accepted/ Rejected
1	San Mateo County Human Services Agency	CoC Planning Application	Planning	NA*	\$ 106,016.00	\$ 106,016.00	Accepted
2	San Mateo County Human Services Agency	HMIS	HMIS	NA*	\$ 36,835.00	\$ 36,835.00	Accepted
3	Housing Authority of the County of San Mateo	Working Together PSH	PSH	103.8	\$ 3,121,362.00	\$ 2,447,223.00	Accepted
4	Retraining the Village	Retraining the Village SSO	SSO	77.2	\$ 1,203,781.00	\$ 943,794.00	Accepted

\*The CoC Planning Application and the CoC HMIS Application were not scored and were ranked 1 & 2, respectively, in accordance with CoC-approved competition policies.



**P-1 – LEVERAGING HOUSING COMMITMENT**

Per HUD's Detailed Instructions, this attachment is the written commitment of leveraged housing resources for our new PSH project.



**Main Office - Department of Housing**  
264 Harbor Blvd., Building A Belmont, CA 94002-4017

**Housing Community Development**  
Tel: (650) 802-5050

**Housing Authority of the County of San Mateo**  
Tel: (650) 802-3300

**Website:**  
[www.smchousing.org](http://www.smchousing.org)

**E-mail:**  
[housing@smchousing.org](mailto:housing@smchousing.org)

September 30, 2022

Jessica Silverberg  
Human Services Manager, Center on Homelessness  
San Mateo County Human Services Agency  
1 Davis Drive  
Belmont, CA 94002

Subject: Housing Commitment  
CoC Special NOFO Application –Working Together PSH 2022

Dear Ms. Silverberg:

The Housing Authority of the County of San Mateo (HACSM) commits to allocate fourteen (14) Section 8 Housing Choice Vouchers under the Housing Readiness Program to the new Working Together PSH 2022 project for which CoC funding is being requested in the FY 2022 Special NOFO competition.

The total number of units/participants in this project will be 34, of which 14 units or 70% of the units requested under the CoC funding will be supported by the Housing Choice Voucher funding. If awarded, the vouchers will be available for program participants on June 1<sup>st</sup>, 2023, the start date of the project.

Thank you for the work you do on behalf of our CoC.

  
Raymond Hodges  
Executive Director

cc: Ron Babiera, Rental Programs Manager

**P-1a – PHA COMMITMENT**

Per HUD's Detailed Instructions, this attachment is the written PHA Commitment.



**Main Office - Department of Housing**  
264 Harbor Blvd., Building A Belmont, CA 94002-4017

**Housing Community Development**  
Tel: (650) 802-5050

**Housing Authority of the County of San Mateo**  
Tel: (650) 802-3300

**Website:**  
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[housing@smhousing.org](mailto:housing@smhousing.org)

October 7, 2022

Kimberly Nash  
U.S. Department of Housing and Urban Development  
Office of Community Planning and Development  
San Francisco Regional Office  
One Sansome Street, Suite 1200  
San Francisco, CA 94104-4430

**SUBJECT: PHA Commitment to Develop New Units and Create Housing Opportunities**

Dear Ms. Nash:

The Housing Authority of the County of San Mateo (HACSM) is pleased to submit this letter in support of the Daly City/San Mateo County Continuum of Care's (CA-512) application for the CoC Supplemental to Address Unsheltered and Rural Homelessness (FR-6500-N-25S).

HACSM operates as a division of the Department of Housing in the County of San Mateo. HACSM's mission is to 1) preserve and increase the availability of decent, safe and affordable housing, 2) ensure equal opportunity in housing for all, 3) promote self-sufficiency and asset development of families and individuals, and 4) improve community quality of life and economic viability. We are active participants in the CoC, including holding a seat on the CoC Steering Committee. To support the CoC's efforts to develop new units and create housing opportunities, HACSM commits to the following:

- Work with the CoC (CA-512) to pair vouchers with CoC-funded supportive services; and
- Work with the CoC (CA-512) and other stakeholders to develop a prioritization plan for a potential allocation of Stability Vouchers or a preference for general admission to the Housing Choice Voucher program through the coordinated entry process for individuals and families experiencing homelessness, at risk of homelessness, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking.

We appreciate the opportunity to expand access to affordable housing and supportive services in pursuit of the CoC's mission to end homelessness in San Mateo County.

Sincerely,

A handwritten signature in blue ink, appearing to read 'RH', written over a light blue horizontal line.

Raymond Hodges

Director

Department of Housing, County of San Mateo

**P-3 – HEALTHCARE LEVERAGING COMMITMENT**

Per HUD's Detailed Instructions, this attachment is the written commitment of leveraged healthcare resources for our new PH-PSH project.



801 Gateway Boulevard, Suite 100  
South San Francisco, CA 94080

tel 650.616.0050

fax 650.616.0060

tty 800.735.2929 or dial 7-1-1

[www.hpsm.org](http://www.hpsm.org)

October 13, 2022

U.S. Department of Housing and Urban Development  
San Francisco Regional Office  
Community Planning and Development Division, 9AD  
Attn: Region IX HUD  
One Sansome Street, Suite 1200  
San Francisco, CA 94104

Re: Healthcare Leverage Commitment for CA-512 for FY2022 Special NOFO (FR-6600-N-25S)

To Whom It May Concern:

This letter is to provide documentation of leveraged healthcare resources, provided by the Health Plan of San Mateo, to support the CA-512 (Daly City/San Mateo County Continuum of Care) FY2022 Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO) application.

The Health Plan of San Mateo is a local community-based health plan focused on providing high-quality care, services and supports to San Mateo County's Medi-Cal and dually eligible population of vulnerable and underserved residents. This letter confirms that the Health Plan of San Mateo will provide health care related services to the participants in the Housing Authority of the County of San Mateo's new Permanent Supportive Housing project titled Working Together PSH. This PSH project is the only permanent housing project the Continuum of Care (CoC) is including in its application for funding under the Special NOFO.

This resource will be provided over the span of the 3-year grant term, proposed to be 06/01/2023 through 05/31/2026. The total amount of the commitment is valued at \$1,223,611.50. The health care related resources provided to this project have been valued at local rates consistent with comparable services not supported by this project. This commitment equals 50% of project's funding request of \$2,447,223. This is for the U.S. Department of Housing and Urban Development's *Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness (FR-6600-N-25S)*.

U.S. Department of Housing and Urban Development

October 13, 2022

RE: (FR-6600-N-25S)

Page 2 of 2

The project eligibility for the PSH project is based on CoC Program fair housing requirements and is not restricted by the health care service provider. These services will be provided to any participant enrolled in the program who is eligible for and concurrently enrolled in the housing program and the Health Plan of San Mateo. If an eligible participant is not enrolled in the Health Plan of San Mateo, the housing provider will work to support the participant in enrolling in the health plan if they are interested and eligible.

Sincerely,

A handwritten signature in black ink, appearing to read "PC", is enclosed in a thin black rectangular border.

Patrick Curran  
Chief Executive Officer

**P-9c – LIVED EXPERIENCE SUPPORT LETTER**

Per HUD’s Detailed Instructions, these documents serve as the required attachments to reflect the letter of support signed by the Lived Experience Advisory Group and evidence that the authorized representative was authorized to represent the group.

Included are:

- 1. Letter of Support signed by Authorized Representative**
- 2. Evidence of person authorized to represent the group** (meeting minutes from LEAG meeting)



**LETTER OF SUPPORT  
SPECIAL CoC NOFO  
October 6<sup>th</sup>, 2022**

The San Mateo County Lived Experience Advisory Group was formed in Summer 2022 and is a subcommittee of the San Mateo County CoC (CA-512) Steering Committee. The purpose of the Group is to inform all aspects of the development and operation services that fall under the umbrella of the San Mateo County CoC (CA-512) with lived experience perspectives.

As per the signature of the authorized representative of the Group below, the Group has reviewed, and is in support of the San Mateo County CoC (CA-512) 2022 HUD Special CoC NOFO submission and also supports the following components of the application:

- The priorities for serving individuals and families experiencing homelessness with severe service needs outlined in the CoC's application, which includes:
  - Leveraging housing resources
  - Providing immediate access to low-barrier shelter, temporary housing, and permanent housing for individuals and families experiencing unsheltered homelessness
  - Utilizing street outreach best practices
  - Tracking shelter wait list numbers
  - Assessing the performance of PSH and RRH projects
  - Identifying and prioritizing households experiencing or with histories of unsheltered homelessness
  - Involving individuals with lived experience of homelessness in decision-making meaningful outreach
  - Supporting underserved communities and supporting equitable community development
  
- The priorities for serving individuals and families experiencing homelessness with severe service needs outlined in the Project Applications, which includes:
  - Permanent supportive housing
  - Rental assistance
  - Supportive services
  - Housing and system navigation
  - Street outreach and case management
  - CoC system planning and HMIS data

Danny Hays



10/7/2022

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*Name*

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*Signature*

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*Date*

**COUNTY OF SAN MATEO**  
HUMAN SERVICES AGENCY

**HSA Lived Experience Advisory Group (LEAG) Monthly Meeting**  
*Thursday, October 6, 2022*  
**1:00 pm - 2:30 pm**

<b>Direct link</b>	<a href="https://smcgov.zoom.us/j/99016199399?pwd=QTN4TnpsUElBVUtVZDI5UnA5dJJSQT09">https://smcgov.zoom.us/j/99016199399?pwd=QTN4TnpsUElBVUtVZDI5UnA5dJJSQT09</a>
<b>Phone number to join by phone</b>	+1 669 444 9171
<b>Meeting info</b>	<b>Meeting ID:</b> 990 1619 9399 <b>Passcode:</b> 147426

**Agenda:**

TIME	AGENDA ITEM	SPEAKER
1:00 - 1:10 pm (10 minutes)	Welcome/Introductions/Call to Order	Liz Lange (HSA)
1:10 - 1:15 pm (5 minutes)	New Lived Experience Analyst staff introduction, position purpose	Khalia Parish (HSA), Keith Light (HSA)
1:15 - 1:20 pm (5 minutes)	LEAG Relationship to CoC Steering Committee	Khalia Parish (HSA)
1:20 - 2:20 pm (60 minutes)	Funding Priorities Discussion <ul style="list-style-type: none"> <li>• Special CoC NOFO overview</li> <li>• CoC 2022-2025 Strategic Plan</li> <li>• Consideration of a Letter of Support for Special CoC NOFO</li> </ul>	Liz Lange (HSA), Jessica Silverberg (HSA)
2:20 - 2:30 pm (10 minutes)	Future Agenda Items: <ul style="list-style-type: none"> <li>• Invite BHRS/AOD for presentation/feedback session</li> <li>• Homeless system feedback by project type</li> <li>• Roberts Rules of Order</li> <li>• Define group structure, frequency, charter</li> <li>• Other ideas?</li> </ul>	Keith Light (HSA)
2:30 pm	Adjournment	

**Future Meetings:**

- Next meeting tentatively scheduled for early November 2022
- Until further notice, LEAG meetings will be held on Zoom

**HSA LIVED EXPERIENCE GROUP (LEAG) MONTHLY MEETING**  
**THURSDAY, OCTOBER 6, 2022, 1:00 PM – 2:30 PM**  
**MINUTES**

The group was convened at 1:00 PM.

In attendance were: Jessica Silverberg (HSA), Khalia Parish (HSA), Keith Light (HSA), Liz Lange (HSA), Astrid (Carolina) Moscoso, Danny Hayes, Jen Goins, and Steve Carey.

Liz called the meeting to order and welcomed the group. Introductions were made.

Khalia introduced Keith Light as the Lived Experience Analyst assigned to the group and explained the purpose of the position, specifically mentioning organizing, recruitment, and documentation functions. Keith followed up with an introduction to his role.

Khalia provided the following information to the group regarding the relationship of LEAG to the COC Steering Committee:

- Stakeholders were listed
- LEAG is a subcommittee of the COC Steering Committee
- Steve, a member of the COC Steering Committee, will report back to the COC Steering Committee regarding LEAG decisions and activities
- The COC Website was placed in the chat by Liz to facilitate the discussion
- Steve spoke of his role on the COC Steering Committee
- Jessica advised that Danny will be added to the mailing list

Liz and Jessica led a discussion of funding priorities and the 2022 Special CoC NOFO, with Jessica giving context on overall funding and advising the group that approval for the 2022 Special CoC NOFO will be requested from the group. The following items were discussed:

- Strategic Plan Goals
  - History of Plan Development
  - Current Strategic Plan goals
  - Annual and Special NOFOs
    - Special NOFO
    - Eligible programs for Special NOFO and planned projects (project priority list)
    - Strategies Noted in Special NOFO and the CoC's Plan
    - Requested comments on services and housing for people who are unsheltered
- Group Discussion- Group provided comments on services and housing for people who are unsheltered with high service needs
  - Danny voiced a concern that unsheltered individual who do not wish to enter a shelter received the same services as sheltered individuals
  - Steve noted that the many of the most difficult serve, and most in need of services, are frequently passed over
  - Danny agreed with Steve and proposed establishing a focus group to study the issue
  - Carolina noted that more Locator services are needed
  - Steve noted a trend whereby unsheltered individuals, when housed, do not know how to be “good neighbors”
    - Steve provided the example of inappropriately knocking on neighbors’ doors at night
    - Members shared comments of the importance of sobriety- or at least the absence of behaviors that impact neighbors, etc. – for many people to obtain housing stability

- Jen mentioned the incidence of suicides after housing placement and noted a need for “wrap around” services
- Keith added a suggestion that programs similar to the Foster Care Independent Living could be helpful for many
  - Liz noted that such services might be provided at the Navigation Center when it opens
  - Jen noted that incentives to participate in life skills might be effective
  - Carolina brought up the “Thinking For A Change” workshop
- Jessica noted that having the right mix of services to meet individual needs is a key part of Housing First
- Steve proposed that we “Red Flag” those most likely to fail—to flag for the housing case managers that the client may need additional support
- Jen suggested that data on those who lose, or fail to place their vouchers, would be helpful for the group to have.
- Carolina proposed a CoC group designed to connect with landlords, and specifically that a database of landlords who will rent to participants that are *exiting subsidized housing* be established and maintained.
- Liz proposed that inviting the Department of Housing to give a presentation at future LEAG meetings
- Liz and Jessica introduced and requested a Letter of Support from LEAG for the 2022 Special CoC NOFO
  - All members present approved the Letter of Support, and the group appointed Danny to sign the letter on behalf of LEAG.

Keith brough forward suggested agenda items for future meetings, including

- Invite BHRS/AOD for presentation/feedback session
- Homeless system feedback by project type
- Implementing Roberts Rules of Order
- Defining group structure, frequency, charter

Keith asked for additional items for future meetings and Jen requested information on the average cost of vouchers (how many vouchers will \$1,000,000 get?)

Liz adjourned the group at 2:30 PM

**CA-512 – Daly/San Mateo County CoC**  
**2022 CoC Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs**

**P-1c. Landlord Recruitment.**

(1) The CoC has implemented CoC-wide trainings focused on housing-focused case management, building effective landlord partnerships, and motivational interviewing. These trainings support case managers, housing navigators, and other program staff to better navigate working with and building rapport with landlords and participants. The CoC has providers working throughout the CoC geographic area to recruit landlords and their units for use with the CoC's tenant-based rental assistance. Additionally, the CoC has invested local resources to fund a Housing Locator program. The services provided by the Housing Locators are for individuals and families who are homeless and have been approved for a housing voucher following a referral from the Coordinated Entry System (CES). This applies to all the tenant-based PSH vouchers and most OPH vouchers in the CoC. Once the referral is made, the Housing Locator works with the individual participant to identify any key pieces of information needed about the type of housing they are seeking and preferred neighborhoods/locations. The Housing Locator then supports in identifying potential units and negotiating with landlords to help participants access the housing options. Housing Locators actively respond to landlord concerns and support the development of partnerships between landlords and the homeless services/housing systems as well as the landlord and participant. In addition to the Housing Locator service, the program provides financial assistance to support the building of relationships with the landlords, including covering rental application costs (such as for credit check reports, application fees, and other administrative fees), security deposit assistance, landlord mitigation fund, and gap funds for other housing or case management related support (such as furniture, food, and clothing). For tenant-based PSH vouchers and other housing voucher programs, the Housing Authority provides landlord incentives in the form of cash bonuses to new landlords with the Housing Authority for continuing with the program in the event of turnover, and up to 1 month's rent to cover inspection and paperwork processing time directly prior to lease-up. Using the strategy outlined above, especially the Housing Locator supports, the CoC has been very successful in leasing up EHV's in a timely manner. This has allowed the CoC to hold the highest utilization rate in the State of California for their EHV vouchers according to the HUD EHV Data Dashboard on 10/9/2022.

(2) In the past three years, sparked by the need to hold events online during the COVID-19 pandemic, the County took its annual landlord event virtual, which has made it more accessible. Also, The San Mateo County Human Services Agency (HSA, CoC Lead Agency) and its Housing Locator contractor participate in the Housing Operations and Policy Committee (HOP) workgroup with our jurisdiction's public housing authority, other CoC Steering Committee members, and other stakeholders. The HOP workgroup puts on an annual landlord recognition and recruitment event, referred to as Housing Heroes, during which interested landlords learn about the process, hear success stories, talk with participating landlords, and connect with Housing Locators. Converting the annual landlord recognition event into a virtual event during the pandemic has also raised the profile of that recognition event. The event is now held as part of a County Board of Supervisors meeting, which has expanded the reach of the event and enabled a broader audience to learn about its efforts.

The Housing Authority of the County of San Mateo (HACSM) offered a separate housing voucher education event virtually for interested landlords, which lowered barriers for landlords to learn about the process of renting to tenants using vouchers. To support participants in obtaining housing faster, the non-profit agency that the CoC and the Housing Authority have contracted with for housing location services, Abode Services, has increased the use of master leasing in cases where voucher holders face special barriers to leasing up. As part of these efforts, the CoC has increased supports to landlords, including offering a landlord hotline for after-hour emergencies.

To further enhance landlord recruitment efforts, the CoC has increased its use of flyers, posted strategically, to reach landlords. Additionally, HSA worked with the ESG recipient to use ESG-CV to expand housing location embedded at larger adult shelters for shelter residents that see lower rates of exit to permanent housing. As of early September, HACSM had the highest utilization rate for Emergency Housing Vouchers (97%) according to HUD's dashboard, thanks in large part to the Housing Locator program, which provided the housing location services required to be paired with EHV vouchers.

The efforts over the past three years built on previous work and successes in recruiting and working with landlords. The CoC has learned that virtual events are preferable given their accessibility. The CoC has also learned that landlords are interested in more information regarding the community's subsidy programs, which the CoC have provided via marketing materials. In addition, the success of providing Housing Locator services with housing vouchers has reinforced the importance of providing targeted, focused support to voucher holders.

Outcomes from this program highlight its importance, particularly in a housing market as competitive as San Mateo County's, and is visible through the success seen with the exceptional EHV utilization seen by San Mateo County (97.3% and #1 in the state on 10/9/2022).

(3) The Housing Locator contractor distributes landlord surveys and reviews data for ways to improve its landlord recruitment and customer services strategies. Additionally, HSA will use the temporary (ESG-CV-funded) enhanced housing location services and the differing models used at each adult congregate shelter program as pilot data to inform how housing location services are offered in future at shelters. HSA will work to identify future funding to continue the most effective models with other funding once ESG-CV funding expires. HSA will also explore expanding housing location services to households not connected to any subsidy program, based on outcome data from the ESG-CV program.

### **P-3.a. Current Street Outreach Strategy.**

(1) The CoC's Street Outreach teams work with and refer individuals and families to Street Medicine, Behavioral Health and Recovery Services (BHRS), Core Service Agencies, and other partners. Furthermore, outreach teams collaborate with jurisdictional staff and other key stakeholders to develop and implement plans to provide additional services and coordination of services to people living in encampment areas or areas with multiple recreational vehicles (RVs) and other vehicles being lived in.

In addition to the jurisdictional stakeholder collaboration and referral networks, Outreach teams coordinate during monthly multi-disciplinary teams (MDTs) meetings organized by the CoC's

geographic regions, where outreach staff report on each client receiving case management services and present their housing-focused case plan, updates on progress, barriers, and challenges. The MDT participating agencies provide suggestions, resources, and sometimes also offer direct assistance to the clients in collaboration with outreach staff. Further, all outreach programs utilize HMIS, meaning that they can all view data from the other outreach teams and use HMIS as a tool for service coordination/collaboration. Finally, the CoC facilitates a monthly meeting of the CoC's Street Outreach teams and representatives from the Coordinated Entry System (CES) to help coordinate service delivery.

(2) There are multiple street outreach teams operating within the CoC, which allows for thorough coverage of the CoC's geographic area and broad outreach times. There is coverage by various outreach teams between the hours of 7am - 4:30pm Monday through Friday, and coverage on Saturdays and Sundays as well (specific weekend hours vary, but include at least 7:30am-6pm one weekend day each week). There is also a specialized outreach team focused on nighttime hours in one area of the CoC, which operates 8pm-2am four days a week with some weekend hours as well. In addition to the regularly scheduled hours, the outreach teams provide services in additional night and weekend hours on an ad hoc basis and based on specific client needs.

(3) The CoC acknowledges that Outreach and Engagement are essential to building relationships based on trust and respect between clients and service providers and are a key step toward permanent housing. Outreach teams in San Mateo County are trained to connect people to homeless service providers, interim housing options, and other mainstream services. Outreach teams also conduct a specialized Outreach-CES mobile assessment to support connecting people who are unsheltered with CES, providing access to interim and permanent housing options. Outreach teams are made up of housing-focused case managers. Case managers help clients move into housing by assisting navigating the housing voucher process when the client is matched via CES; applying for other subsidized housing opportunities, such as section 8 and affordable housing waitlists; and other case management support, including exploring moving in with family or friends, increasing employment and non-employment income, etc.

(4) Street Outreach in the CoC targets unsheltered households who have been unsheltered the longest and/or have the highest barriers to re-entering and maintaining housing. Furthermore, street outreach efforts in the county are low-barrier, meaning individuals are not required to be clean and sober, to have completed or currently be in treatment, to be compliant with medication prescription, to have income or employment to access outreach, and will not be screened out for "lack of motivation." To keep the outreach efforts accessible and feasible for people with the highest vulnerabilities, outreach is conducted in areas where people who are unsheltered are known to stay and spend time.

Street Outreach staff are trained to implement best practices to engage people who are experiencing unsheltered homelessness, including assertive outreach techniques, motivational interviewing, and more. CES refers unsheltered people with higher service needs to case management services through the Outreach teams so that they can receive case management services to assist them with locating and entering housing. Outreach teams receive training on and have experience with providing culturally and linguistically appropriate services. This includes providing services to clients who speak a language other than English. Outreach teams also have staff who have lived experience of homelessness and who share cultures with the population of people experiencing homelessness. Outreach teams also maintain a close working

relationship with the County’s Behavioral Health and Recovery Services programs in order to collaborate to serve people who are unsheltered and have mental health and substance use treatment needs.

(5) Outreach teams work to engage with people who are experiencing unsheltered homelessness and assist them with returning to housing. The outreach teams work to build rapport with the individuals they encounter, and the outreach team works to support them with accessing permanent housing through conducting the Outreach-CES mobile assessment and connecting them with the Core Service Agencies for full CES assessments to be prioritized for CES linked housing opportunities. Outreach teams provide housing-focused case management to help clients move into housing by assisting each client with developing and implementing a housing plan. Housing plans may include exploring moving in with family or friends, applying for affordable housing programs, assisting client with navigating if matched to a housing program via CES, increasing employment and non-employment income in order to afford rental housing, etc.

(6) The CoC’s Street outreach teams and their agencies all have hiring plans that include recruiting employees who have diverse experiences, including lived experience of homelessness. As a result, many outreach teams have substantial lived experience on staff. One outreach agency’s Executive Director and Direct Services Manager both have lived experience of homelessness. At another agency that operates an outreach program, 20% of staff have lived experience.

At the systems level, the CoC recently hired a Lived Experience Analyst, who will develop and implement strategies and structures for people with lived experience of homelessness to be actively engaged with and contribute to 1) community and system planning for the homeless crisis response system and program planning, and 2) implementation of homeless service programs by non-profit homeless service provider agencies.

**P-3.b. Current Strategy to Provide Immediate Access to Low-Barrier Shelter and Temporary Housing for Individuals and Families Experiencing Unsheltered Homelessness.**

(1) San Mateo County has been working diligently to expand shelter options and availability for people experiencing homelessness within the CoC in order to provide immediate access to shelter. This includes significantly increasing the CoC’s stock of non-congregate shelter since 2020 to serve individuals who historically are unable to accept congregate shelter. All shelter and temporary housing for unsheltered individuals and families in the San Mateo County CoC must be provided in a culturally appropriate manner and must implement a Housing First approach, ensuring low barriers to program entry and program rules designed to minimize involuntary client terminations from programs. Low entry barriers mean that there are no sobriety requirements, service participation requirements, or other entry criteria designed to screen out households based on lack of “housing readiness.” In 2021, the community expanded non-congregate shelter with an additional 125 units. In 2022, an additional 44 units opened. There will be an additional 240 units of non-congregate shelter coming online in 2023. The CES will be able to more rapidly and effectively connect unsheltered households to shelter units that meet their needs and provide a safe place to stay until permanent housing is located.

(2) Since 2020, San Mateo County has invested in establishing non-congregate shelter for individuals and families in the community, with plans for additional non-congregate shelter to be



launched in 2022/2023. There are also plans for an adult congregate shelter expansion project to be launched in 2022/2023. The County has worked to increase investment in interim housing options through new local and state funding, though there are still not enough options for all of the unsheltered population in the community. Part of the CoC's strategy to decrease unsheltered homelessness in the community is to also expand upon the existing PSH in the community. By increasing the PSH available, the CoC will be able to work to increase exits to PH from homelessness, allowing for more individuals and families from shelters and unsheltered locations to exit homelessness. In FY 2021/2022, around 74% of people engaged in street outreach entered into shelter/temporary housing. As the availability shelter increases when the additional beds open in the next year, it is expected that the number of clients engaged in street outreach gaining access to shelter will increase as well.

(3) During the COVID-19 pandemic, San Mateo County expanded non-congregate shelter options to provide increased safety and supports for people experiencing homelessness during the pandemic. Through this experience, the CoC and County learned that there was high need for more non-congregate shelter in the community. Many people experiencing homelessness appreciated the increased privacy and security, as well as the opportunities to keep pets and for adult couples to stay together in shelter. Additionally, many people expressed they were more willing to enter a non-congregate shelter than a traditional congregate shelter. Given the response from the community and evidence that non-congregate options are preferable to congregate shelter units for many households, the CoC has specifically sought resources and opportunities to continue to expand non-congregate shelter options across the county.

### **P-3.c. Current Strategy to Provide Immediate Access to Low Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness.**

(1) The Human Service Agency (HSA, the CoC lead) manages a central referral list for CE placement. CES includes multiple "front doors" or access points, including street outreach teams. Individuals and families are placed onto the central referral list once they have completed an assessment through one of the access points. The CE referral list prioritizes households according to the scored CE assessment by vulnerability among adults and families, then refers households to the next available housing program opening. As established in the CoC governance charter and CoC program standards for RRH and PSH, permanent housing programs are expected to accept the households referred by CE unless they are deemed ineligible based on funding restrictions. HSA tracks CE referrals and reasons for refusal in HMIS and is therefore able to identify whether a specific program is creating barriers to program entry.

The CoC has adopted a systemwide policy on Housing First that has been adopted in the CoC Governance Charter and states that 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. Operational program standards for ES, TH, RRH and PSH include expectations regarding program access, participation, and termination that align with Housing First. The CoC has also developed and provided written guidance to all CoC-funded providers on how to align their policies to the CoC standards. Each CoC-funded program provider's Housing First policies and procedures are reviewed as part of the CoC rating and ranking process, and points are awarded to those projects that are consistent with CoC requirements. Programs identified as having challenges with

Housing First principles in their program eligibility/screening are invited to meet with HSA to discuss and problem solve to lower barriers.

HSA regularly provides training offered to providers of outreach, shelter, and housing programs on housing-focused case management. HSA also reviews project performance data regularly, including exit destinations. Programs identified as having high rates of exit to non-PH situations, performance challenges or challenges with employing Housing First principles in program operations are invited to meet with HSA and a technical assistance provider to discuss and problem solve to improve their ability to help participants secure housing and avoid returns to homelessness from programs.

(2) HSA's contracted outreach providers are expected to provide housing-focused case management to clients prioritized by CE who are unsheltered as well as targeted supports to unsheltered households most likely to face barriers returning to housing. Outreach teams take a low-barrier, culturally responsive approach to engaging with unsheltered households to ensure all households contacted can access interim and permanent housing when they are ready. Outreach case managers often work together with Housing Locator staff to provide consistent support until lease-up. The CoC piloted a Housing Voucher Navigation program aimed at individuals living unsheltered who are at the top of the CE prioritization list but are not connected to shelter or street outreach teams to assist with navigating the housing voucher/subsidy eligibility verification process once matched by CE. The street outreach and Housing Locator program staff includes members fluent both in the Spanish language and in local Latinx culture to reflect the needs of the clients they serve.

(3) The CoC is continually working to refine strategies to rapidly and effectively connect households, including unsheltered households, to permanent housing locations.

With current strategies over the past three years, 12% of households exiting outreach programs exited to permanent housing destinations. In addition, the Housing Voucher Navigation Program has housed 19% of clients served to date, and 26% of all clients who exited in the past 2 (local) fiscal years.

75% of Housing Locator clients who entered from unsheltered situations in the past three years moved into housing. While there is room for improvement, housing placements from unsheltered locations would be substantially lower without these resources and strategies in place, given San Mateo County's current housing market with high rents and low vacancy.

(4) HSA has increased outreach in the CoC, which in turn has increased the ability to match unsheltered households to PH programs through CE. The CoC elected to use time-limited state funding to pilot a program targeting households living in vehicles for rapid rehousing by assisting with either entering brick-and-mortar housing options or leasing up at an RV park with utilities connections. Households selected different options depending on their personal housing goals. HSA has ensured that local Safe Parking programs created in recent years refer households to CES and enter data in HMIS to ensure that participants in these programs may be matched to PH through CE. In 2019, the CoC elected to pilot Housing Voucher Navigation program with time-limited state funding to individuals living unsheltered who are at the top of the CE prioritization list but are not connected to shelter or street outreach teams to assist with navigating the housing voucher/subsidy eligibility verification process once matched by CE to

that resource. Further, as a result of the pandemic and emergency response to the health crisis, executive leadership of the County Health System convenes biweekly meetings specifically to discuss how to best support people who are unsheltered and have high service needs, and to enhance how Health programs (including mental health, substance use treatment programs, physical health, etc.) work with homeless outreach and housing programs. The HEAL program was funded and re-launched because of advocacy from Health leadership. This program's staff are mental health clinicians who specifically serve the unsheltered population. They join the outreach teams to serve unsheltered people where they are living.

#### **P-4. Updating the CoC's Strategy to Identify, Shelter, and House Individuals Experiencing Unsheltered Homelessness with Data and Performance.**

The San Mateo County Human Services Agency (HSA, the CoC Lead) is in the process of creating a dashboard for the County Executive's Office, which will raise awareness of challenges faced and of housing resources necessary for ending households' homelessness episodes. As the HMIS Lead, HSA will use the Stella data tool and other data analysis tools provided by technical assistance providers to continually analyze the homeless system and recommend funding shifts and additional funding necessary to right-size permanent housing programs according to need. Relevant data include program performance data by type and by CE assessment score; household compositions and sizes; income amounts and sources; and disabling conditions of households seeking services. HSA will also work to identify trends among households returning to homelessness to improve on permanent housing supports and homelessness prevention strategies. HSA will consult the CoC's Lived Experience Advisory Group (LEAG) for input on improving access to and features of permanent housing programs and their Housing Locator services. The Housing Locator team will continue to survey landlord partners for information on ways to improve recruitment and retention of landlord partners.

(1) HSA assesses the performance of current Street Outreach practices based on 9 performance measures to ensure consistent and strong performance of the provider(s). The measures include:

1. Number of unduplicated clients who move into permanent housing
2. Number of unduplicated clients who move into shelter
3. Number of unduplicated clients who are connected to ongoing health services
4. Number of unduplicated clients who are assisted to connect with Diversion and complete a CES assessment
5. Number of individuals who receive outreach and engagement services each Fiscal Year
6. Number of households who receive outreach and engagement services each Fiscal Year
7. Percentage of rapid response inquiries responded to within 24 hours of the inquiry being made
8. Number of unduplicated individuals who receive case management services
9. Number of unduplicated households who receive case management services

Providers are required to work to incorporate best practices and perform continuous quality improvement to ensure the services offered are best suited for the client's needs. Through regular engagement, the County is made aware of any increased need or concerns with capacity that may require scaling up outreach services in the community. All Street Outreach programs funded through the County, and/or the CoC, must participate in connecting people to CES or completing the Outreach-CES mobile assessment, and all data must be entered into HMIS. Outreach

programs are also required to engage in collaborative efforts with community and jurisdictional stakeholders and partner system representatives. There is a strong partnership between the outreach work in San Mateo County and the Health system. The Outreach Teams work to structure and maintain multi-disciplinary team collaboration.

(2) HSA will continue to track shelter wait list numbers daily and will use this information to inform the need for additional shelter capacity. HSA will continue to build on existing feedback from system clients and others with lived experience of homelessness by increasing non-congregate shelter options. HSA will consult the CoC's Lived Experience Advisory Group (LEAG) for input on improving access to and features of shelter and temporary housing programs. HSA will use funds to cover new HMIS license costs to add two new outreach provider agencies that will be serving a specific region, and to connect more providers of all types to HMIS, which will enhance identification and connections to shelter and permanent housing. HSA has also worked to gather input from shelters and from people with current/recent lived experience through surveys and focus groups to gain better understanding of the performance of shelters, where there may be gaps in services that need to be filled, and what may be done to improve the accessibility of shelter in the community.

One of the programs selected through the CoC Competition for this Special funding opportunity, Retraining the Village SSO, will provide services like outreach that will also include case management and housing navigation services to support clients to enter into housing and stabilize and maintain their housing once enrolled and moved in. This will provide a continuous opportunity for clients to be connected to supportive services as they transition from unhoused to rehoused. The agency brings to program design and implementation significant experience using an equity lens, experience working with people experiencing homelessness who have involvement with the criminal justice system, and experience with the CoC's collaborative work with providers and other stakeholders. This agency will enhance the CoC's overall services and shelter programs, equity approaches, service to people with criminal justice involvement, and overall client-centered program design.

(3) HSA will continue to assess the performance of current Permanent Supportive Housing and Rapid Re-Housing projects based on 5 performance measures to ensure consistent and strong performance of the provider(s). The measures include:

1. Number of unduplicated clients who exit to or retained permanent housing
2. Percent of unduplicated adult clients who increased non-employment income
3. Unit utilization rate
4. Percent of grant expenditure
5. HMIS data quality

HSA also tracks timeliness of housing placement following program enrollment for its contracted RRH providers.

#### **P-5. Identify and Prioritize Households Experiencing or with Histories of Unsheltered Homelessness.**

(1) When advertising the local competition for this funding opportunity to area providers, the CoC emphasized the focus on addressing unsheltered homelessness. Project applications were

scored based on how the individual project contributed to this CoC Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs and contributed to the CoC's efforts to reduce unsheltered homelessness. The CoC prioritized PSH projects through the scoring process for project applications to align with the CoC's priority and strategy to increase PSH available in the community. Projects funded underneath this opportunity will provide needed capacity to the CoC's system, which includes multiple strategies for targeting participants that are harder to reach and serve. There were two projects funded through this opportunity. One of the projects funded under this opportunity will create PSH which will reduce unsheltered homelessness by accepting and housing referrals from CES of people with long lengths of homelessness and high needs. The second project provides system and housing navigation services to people experiencing unsheltered homelessness to improve their access to housing and other services, thus reducing their length of time homeless and reducing returns to homelessness.

(2) Programs throughout the CoC's system are required to adhere to low-barrier, Housing First principles. Shelters/interim housing programs include as few criteria for enrollment as possible. New non-congregate shelter programs that are coming online in 2022/2023 further expand access by enabling couples to stay together, by allowing people to bring their pets, and otherwise eliminating or reducing barriers to entry. Outreach programs are similarly designed to eliminate barriers to entry and connect people to permanent housing whenever possible.

The Coordinated Entry System (CES) connects people to shelter services as quickly as possible, including through outreach teams who are connected to unsheltered households with severe service needs. CES's assessment tool is designed to make shelter and permanent housing referrals based on need. It takes into account length of time homeless and other factors to help prioritize those with the greatest need. CES works directly with outreach teams to do shelter placements and CE assessments with people who are unsheltered. Outreach workers can request permission from the person they are engaging with before contacting CE to be allowed to share any and all information the person has already told the outreach staffer so that they don't have to repeat everything to CE and CE won't have a duplicative diversion or other conversation whenever possible as a result.

(3) The CoC uses street outreach to connect people living in unsheltered situations to permanent housing through the following strategies and activities:

- Reducing barriers to housing, including helping clients become document ready
- Providing intensive case management to willing clients
- Working with each client to develop and implement a housing plan to return to permanent housing
- Assisting clients with connecting with other services to meet their other needs (mainstream supportive services, health services, etc.)
- Referring and serving households with the highest needs to case management services through outreach
- Participating in Multi-disciplinary teams (MDT's); MDT's serve as a forum in which to find solutions for unsheltered homeless individuals working with outreach staff; Case conferencing within an MDT enables outreach staff to partner with other local homeless service providers to identify clients' needs and resources, and to utilize the broad base of experience to assess and plan the most appropriate course of action; for clients matched

to housing via CES, helps client navigate housing voucher eligibility process and apply for affordable housing lists, as well as explore alternative resolutions including renting a room or moving in with family/friends

(4) The CoC is taking additional steps to ensure people experiencing unsheltered homelessness can access housing and other resources in the community. To better identify households staying in unsheltered locations, the CoC has increased the outreach services in the evenings, nights, and weekends throughout the County. In addition, the CoC is focusing outreach in areas where there is higher need and more people experiencing unsheltered homelessness, in areas where there are the highest numbers of unsheltered individuals, and in areas where unsheltered individuals are harder to locate (such as more rural or coastal areas). Outreach teams provide culturally and linguistically appropriate services, including providing outreach services and materials in languages other than English. Outreach teams also provide assistance to clients with obtaining needed documentation such as identification, including assisting with any fees and providing transportation if needed to attend an appointment to obtain the document.

The CoC ensures those identified can be connected to housing by improving housing navigation services. Specifically, the Housing Voucher Navigation program to connect with individuals who are unsheltered and are at the top of the CES prioritization list, but are not connected to shelter or street outreach teams. This program provides assistance with navigating the housing voucher/subsidy eligibility verification process once matched by CES to that resource.

In addition to connecting people to housing, outreach teams, through their outreach and case management activities, work with and refer individuals and families to Street Medicine, Behavioral Health and Recovery Services (BHRS); connect individuals and families with health concerns to health services and support individuals and families in staying connected to those services; and collaborate with safety net providers, other homeless service providers, medical and behavioral health providers, substance use treatment programs, and other partners. The county has funded and re-launched the HEAL program because of advocacy from Health leadership in the community. This program provides mental health clinicians who specifically serve the unsheltered population by joining up with outreach teams to be available for street outreach engagement. The San Mateo County Human Services Agency (HSA, the CoC Lead) has partnered with the Health Plan of San Mateo to provide leverage for the permanent supportive housing program funded through this NOFO. This leverage will provide critical health services for high need individuals that will improve their health and housing outcomes.

#### **P-6. Involving Individuals with Lived Experience of Homelessness in Decision Making – Meaningful Outreach.**

(1) The San Mateo County Human Services Agency (HSA, the CoC Lead) staffs and coordinates the Lived Experience Advisory Group (LEAG). Staff sent out targeted emails to staff at multiple levels of homeless and safety net providers to recruit individuals with current or prior lived experience of homelessness. Outreach included reaching out to street outreach, shelter, rapid rehousing, permanent supportive housing programs, and also related partners such as the criminal justice system, affordable housing providers, and health programs. The purpose of LEAG is to obtain lived expertise for incorporation into decision on homeless system and program policies and funding priorities, including this Special NOFO. In September 2022, HSA hired a Lived Experience Analyst to focus on building upon existing strategies and developing

further strategies to gather meaningful input from people with lived experience on an ongoing basis. This analyst will research best practices in the field, make recommendations to the CoC and to provider agencies, and implement additional strategies to further engagement with people with lived experience.

(2) The LEAG is a formal subcommittee of the CoC Board. The CoC Board may, at times, request the LEAG's input or feedback on specific strategies or items. In addition, the LEAG has the authority to independently bring forth concerns and ideas to the CoC Board, in accordance with the CoC Governance Charter. One member of the LEAG is also a voting member on the CoC Steering Committee. One aspect of the work that the LEAG has begun is providing feedback to the County's lead director for substance use services on the policies, access processes, and operations of substance abuse services for people experiencing homelessness. Prior to establishing the LEAG as an ongoing and formal opportunity for people with lived experience to inform the CoC's strategies, policies, and activities, the CoC maintained ad hoc opportunities for people with lived expertise to be involved in CoC decision-making. The process for developing the 2022-2025 San Mateo County CoC Strategic Plan on Homelessness brought together a broad range of people with lived experience of homelessness. In April and May 2022, HSA facilitated focus groups with people with lived experience of homelessness, who were either staying in emergency shelter or living unsheltered. These groups included single adults and families with children, and people from throughout the County geography, including the Coastside region.

The focus groups were hosted at shelters to meet directly with shelter residents and allow them to share their experiences and provide suggestions to help our CoC improve our homelessness response system. Additionally, a focus group specifically for individuals that were currently experiencing unsheltered homelessness was hosted at a neutral location. Shelter staff and case managers were not present during the focus groups to ensure that individuals could speak candidly about their experiences. All focus groups also had a native-Spanish speaker present to ensure that all voices were heard and represented.

Each focus group had between 5-15 individuals present, and client responses were kept anonymous. A variety of questions were asked, including sharing their experience with accessing shelter, what services have been helpful, what services are lacking, the housing search process, and other ways the CoC can involve people with lived experience. The San Mateo County Center on Homelessness has also hired a new Lived Experience Analyst (LEA) to develop and implement strategies and structure for people with lived experience of homelessness to engage with and provide input on the homeless crisis response system. The LEA will review existing engagement efforts, gather input from people with lived experience, lead the implementation of planned strategies and structures, and provide input on how policies can be more person-centered. The LEA will assist with boosting the CoC's and stakeholders' capacity to receive and engage with input from people with lived experience directly and indirectly via the Lived Experience Advisory Group.

(3) HSA and the CoC Steering Committee have a strong focus on involving people who are currently or have previously experienced homelessness in the evaluation, design, and operation of the homeless crisis response system. Centering the experiences of people with lived expertise helps ensure the homeless crisis response system is more equitable, person-centered, trauma-

informed, and responsive to what people who interact with the system know that they need. Provider agencies recognize this and many have staff with lived experience of homelessness.

Fostering a system that is person-centered and responsive to the needs and goals of people who experience homelessness requires meaningfully involving them in decision-making about system and program design and implementation. People who have experienced or are currently experiencing homelessness have unique insights that can help inform the development of policies and programs to improve homelessness response.

HSA has created the Lived Experience Analyst position and launched the Lived Experience Advisory Group (LEAG) to support their direct efforts to include the voices of people with lived experience in critical decisions made at the county level and to inform the CoC's work to address homelessness. HSA has engaged the providers within the CoC to learn of what they do at their individual agencies to imbed the voice of persons with lived experience and to discuss strategies to enhance and further the engagement with people with lived experience of homelessness. This effort found that the majority of programs gather feedback and input from one or more of the following approaches: informal conversations, surveys, focus groups, grievance processes, feedback boxes, participant advisory boards, and seats on the agency board. Furthermore, many providers make proactive efforts to offer employment or volunteer opportunities to people with lived experience.

The San Mateo County CoC Strategic Plan on Homelessness (2022-2025) includes listening and responding to the voices of people with lived experience of homelessness to further enhance person-centered approaches in the homelessness response system. We aim to achieve this goal with the following strategies:

- Create regular, ongoing processes for gathering input from people experiencing homelessness and involving them in decision-making on homeless crisis response system implementation (e.g., focus groups, surveys, a lived experience advisory group), including staff working within the system who have had experiences of homelessness.
- Assess and identify how to streamline access processes for services, treatment, and shelter so that people can more immediately access the services and supports they need when they are ready to reach out for help.
- Enhance “customer service” orientation throughout the system.
- Build partnerships, collaboration, and communication between providers and across systems to provide more nimble, responsive, and coordinated assistance for people who are experiencing homelessness.
- Scale up training programs for agency staff to build capacity to deliver trauma-informed, client-centered services.
- Review existing grievance processes.
- Find ways to measure quality of engagement, not just number of contacts that service providers have with people experiencing homelessness.

### **P-7. Supporting Underserved Communities and Supporting Equitable Community Development.**

(1) The CoC is committed to identifying and serving populations in the region that have not historically been served by the system at the same rate they are experiencing homelessness. The



CoC has a Racial Equity Committee that meets quarterly to examine existing disparities in the homelessness response system and develop strategies to address those disparities. A racial disparities analysis presented in the August 2022 meeting shows the greatest disparities of people experiencing homelessness compared to the county-wide population were for American Indian/Alaska Native, Black/African American, Native Hawaiian and Other Pacific Islander, and Hispanic/Latinx. Black/African American households are especially overrepresented among households experiencing homelessness for the first time. Furthermore, Native Hawaiian and Other Pacific Islander households have a longer-than-average length of time homeless. In addition, the Hispanic/Latinx population is overrepresented in the unsheltered population and comprise 47% of people staying in unsheltered areas. The CoC has also identified that more training and support is needed to ensure that LGBTQIA+ people are provided equal access and culturally appropriate services. The San Mateo County Human Services Agency (HSA, the CoC Lead) provides regular trainings that provide guidance to providers on Equal Access and Serving LGBTQIA+ clients in partnership with consultants and local organizations to address this subpopulation concern.

Through this funding competition, the CoC selected a new project that will perform outreach and services-related activities. The recipient for this project has deep roots and expertise serving the East Palo Alto area of the CoC which is an underserved community. This project will include outreach, case management, housing navigation, and other services all rooted in equity and culturally appropriate services, meeting people where they are at.

(2) Analyses indicate the racial/ethnic composition of those accessing services via the CoC's homeless response system reflects the composition of those experiencing homelessness, except for Hispanic/Latinx individuals who are served by the homeless response system at lower rates than they experience homelessness. In addition, the Hispanic/Latinx population are the least likely of any racial or ethnic subpopulation to access permanent housing through the homelessness response system. Black or African American and American Indian/Alaskan Native households are overrepresented in the population of people experiencing homelessness than in the overall population of the county.

Further, there are two outreach programs in the community that specifically target underserved geographic areas of the community, including East Palo Alto and other areas of south county.

(3) Given the high proportion of Hispanic/Latinx households experiencing unsheltered homelessness as well as the disparities in system access, the CoC is focusing efforts on improving and targeting outreach to better serve the Hispanic/Latinx population. This involves increasing the proportion of outreach programs that can conduct outreach in Spanish, including completing assessments, enrolling households in CES, and offering case management or housing navigation services when available.

The CoC has also increased its capacity to develop strategies to address racial disparities through the Racial Equity Committee, which meets quarterly to examine quantitative and qualitative data to understand racial disparities, release regular reports on system-level disparities, provide trainings for providers and landlords, and identify opportunities to increase representation of people with lived experience in CoC and agency leadership. In addition, HSA recently hired a Lived Experience Analyst who will develop and implement strategies and structures for people with lived experience of homelessness to be actively engaged with and contribute to 1)

community and system planning for the homeless crisis response system and program planning, and 2) implementation of homeless service programs by provider agencies. Embedding this expertise in HSA staff will improve the ability for the CoC to serve the community more equitably. Finally, the HSA has increased funding for outreach programs in recent years to increase capacity, which has allowed for increased connection with people who previously had not been served.