Before Starting the CoC Application

You must submit all three of the following parts in order for us to consider your Consolidated Application complete:

 1. the CoC Application,
 2. the CoC Priority Listing, and
 3. all the CoC's project applications that were either approved and ranked, or rejected.

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

 1. The FY 2021 CoC Program Competition Notice of Funding Opportunity (NOFO) for specific application and program requirements.
 2. The FY 2021 CoC Application Detailed Instructions 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.

 Your CoC Must Approve the Consolidated Application before You Submit It
 - 24 CFR 578.9 requires you to compile and submit the CoC Consolidated Application for the FY 2021 CoC Program Competition 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 an Attachment to the 4B. 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

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program
Competition
- FY 2021 CoC Application Detailed Instructions–essential in helping you maximize your CoC
Application score by giving specific guidance on how to respond to many questions and
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- 24 CFR part 578

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

1B. Coordination and Engagement–Inclusive Structure and Participation

To help you complete the CoC Application, HUD published resources at
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1B-1.	Inclusive Structure and Participation–Participation in Coordinated Entry.	
	NOFO Sections VII.B.1.a.(1), VII.B.1.e., VII.B.1.n., and VII.B.1.p.	

	In the chart below for the period from May 1, 2020 to April 30, 2021:
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	No	No
7.	Disability Service Organizations	Yes	No	No
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 (LGBT) Advocates	Yes	Yes	Yes
15.	LGBT 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 LGBT persons**	No	No	No
24.	**Organizations led by and serving people with disabilities**	Yes	No	No
25.	**Other homeless subpopulation advocates**	Yes	Yes	Yes
26.	**Public Housing Authorities**	Yes	Yes	Yes
27.	**School Administrators/Homeless Liaisons**	Yes	Yes	No
28.	**Street Outreach Team(s)**	Yes	Yes	Yes
29.	**Substance Abuse Advocates**	Yes	No	No
30.	**Substance Abuse Service Organizations**	Yes	No	No
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.				

1B-2.	**Open Invitation for New Members.**	
	NOFO Section VII.B.1.a.(2)	

	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, persons with disabilities).**

(limit 2,000 characters)

(1) The CoC Steering Committee represents a range of stakeholders and regularly adds new members to ensure continued representation by a diversity of stakeholders. The San Mateo County Human Services Agency (HSA, the CoC Lead Agency) and the Steering Committee Chair review membership and solicit new members for vacancies due to resignations or term limits, as well as 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. Interested individuals can also contact HSA or the Steering Committee Chair to request to join the committee. Thirteen new members have been added since 2019.

(2) HSA ensures that all CoC information is accessible via its public website, including meeting dates, CoC contact information, and all NOFA-related notifications. The website also hosts machine-readable PDFs. Information is also communicated via email and social media. All CoC meetings are also held in ADA-accessible locations.

(3) HSA staff and Steering Committee members conduct special outreach to people who have experienced homelessness by contacting former clients of programs that serve people experiencing homelessness, advocacy groups, homeless service providers, and local committees and agencies that have members with lived experience. There is currently one member of the CoC Steering Committee who has experienced homelessness.

(4) HSA and the Steering Committee Chair utilize their connections in the community to identify and recruit committee members from organizations serving culturally specific communities. Currently, there are seats held by three organizations that work in communities of color with a high number of people experiencing homelessness: Project WeHope, Retraining the Village and Coastside Hope.

1B-3.	CoC's Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness.	
	NOFO Section VII.B.1.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 2,000 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, the Department of Housing made a presentation and solicited input regarding plans for the Emergency Housing Voucher (EHV) program. CoC members have also recently made presentations on: WIOA-funded employment services, DV services, services for students experiencing homelessness, TANF benefits, 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 people experiencing homelessness to gather input for the design of several new planned emergency shelters. The CoC will co-lead a county-wide summit on ending homelessness in 2022 to engage public and private partners. Planning for this convening has already begun and involves the business community, cities, community groups and provider agencies.

1B-4.	Public Notification for Proposals from Organizations Not Previously Funded.	
	NOFO Section VII.B.1.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 2,000 characters)

(1) San Mateo County Human Services Agency (HSA, the CoC Lead Agency) announced CoC funding availability via email blasts on September 3, 2021 and on the agency website on Sept 7, 2021. Advance notice of the expected opening of the CoC competition was sent out via email over the summer.

(2) HSA encourages new organizations to apply for CoC funding. Preferential scoring is not given to existing grantees. CoC funding availability was broadly announced to both CoC funded and non-CoC funded organizations. An information session was announced on Sept. 3 via email and Sept. 7 via public posting. The session was held on Sept 15, resulting in attendance from CoC-funded and non-CoC funded agencies.

(3) Information about the process and timeline for submission of proposals for both new and renewal funding was emailed broadly on Sept. 3 and posted to the HSA website on Sept. 7th. An informational meeting for applicants was held on Sept 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 emails questions from potential applicants, including organizations not currently funded, and conducted Zoom meetings with two non-funded organizations to help with navigation in e-snaps and respond to questions about application requirements.

(4) The CoC's written Project Review and Ranking Policy was approved on September 10, 2021 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 both new and renewal projects.

(5) 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.

1C. Coordination and Engagement–Coordination with Federal, State, Local, Private, and Other Organiza

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https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
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1C-1.	**Coordination with Federal, State, Local, Private, and Other Organizations.**
	NOFO Section VII.B.1.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**	Yes
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 LGBT 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)**	Yes
17.	**Temporary Assistance for Needy Families (TANF)**	Yes
	Other:(limit 50 characters)	

18.		

1C-2.	CoC Consultation with ESG Program Recipients.	
	NOFO Section VII.B.1.b.	

	Describe in the field below how your CoC:	
1.	consulted with ESG Program recipients in planning and allocating ESG and ESG-CV 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 within your CoC's geographic area so it could be addressed in Consolidated Plan update.	

(limit 2,000 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 as a result of COVID-19, which was used to help the County create a baseline of programs that could benefit from ESG-CV funding.
(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. HSA also collaborates with DOH staff on evaluating each program's role in the homelessness system, including how they receive referrals from CES. HSA and DOH incorporate performance measurements within their contracts with ESG-funded shelters and RRH programs. Contracts are monitored on a quarterly basis.
(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.

1C-3.	Ensuring Families are not Separated.	
	NOFO Section VII.B.1.c.	

	Select yes or no in the chart below to indicate how your CoC ensures emergency shelter, transitional housing, and permanent housing (PSH and RRH) do not deny admission or separate family members regardless of each family member's self-reported gender:	

1.	Conducted mandatory training for all CoC- and ESG-funded service providers to ensure families are not separated.	No
2.	Conducted optional training for all CoC- and ESG-funded service providers to ensure families are not separated.	Yes
3.	Worked with ESG recipient(s) to adopt uniform anti-discrimination policies for all subrecipients.	Yes
4.	Worked with ESG recipient(s) to identify both CoC- and ESG-funded facilities within your CoC's geographic area that might be out of compliance and took steps to work directly with those facilities to bring them into compliance.	Yes
5.	Sought assistance from HUD by submitting AAQs or requesting technical assistance to resolve noncompliance of service providers.	No
6.	Other. (limit 150 characters)	
	Non separation policy included in CoC policies in Governance Charter and in operational standards for shelter, transitional and PSH	Yes

1C-4.	CoC Collaboration Related to Children and Youth–SEAs, LEAs, Local Liaisons & State Coordinators.	
	NOFO Section VII.B.1.d.	

	Describe in the field below:
1.	how your CoC collaborates with youth education providers;
2.	your CoC's formal partnerships with youth education providers;
3.	how your CoC collaborates with State Education Agency (SEA) and Local Education Agency (LEA);
4.	your CoC's formal partnerships with SEAs and LEAs;
5.	how your CoC collaborates with school districts; and
6.	your CoC's formal partnerships with school districts.

(limit 2,000 characters)

1. The San Mateo County Human Services Agency (the CoC lead agency) 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 the YMCA.
2. HSA and CoC member agencies are participants in the Big Lift – a countywide initiative to support children in the county to be confident and successful readers by the end of third grade.
3. HSA 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.
4. 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 makes regular informational presentations to the CoC on the educational rights of families.
5. HSA provides local funding to support the family shelter system operated by LifeMoves and the Core Services Agencies (safety net providers) located throughout the county. All family shelters and Cores have a designated Educational Coordinator that works with school districts to ensure children access needed services, including help with enrollment and transfers, lunch programs, IEPs, meetings with teachers, etc. All schools have a contact person at the Cores they can contact if they identify a family in need of homelessness

services.
6. 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.

1C-4a.	CoC Collaboration Related to Children and Youth–Educational Services–Informing Individuals and Families Experiencing Homelessness about Eligibility.	
	NOFO Section VII.B.1.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 2,000 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 funded by HSA (the CoC lead agency) have Educational 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. Shelters also employ Children's Services Coordinators who focus on providing developmentally appropriate services for children to enhance their academic progress. The Children's Services Coordinators also provide informational materials and tools to parents to help them support and encourage learning in their children.

1C-4b.	CoC Collaboration Related to Children and Youth–Educational Services–Written/Formal Agreements or Partnerships with Early Childhood Services Providers.	
	NOFO Section VII.B.1.d.	

Select yes or no in the chart below to indicate whether your CoC has written formal agreements or partnerships with the listed providers of early childhood services:

		MOU/MOA	Other Formal Agreement
1.	Birth to 3 years	No	No
2.	Child Care and Development Fund	No	Yes

3.	**Early Childhood Providers**	Yes	Yes
4.	**Early Head Start**	Yes	Yes
5.	**Federal Home Visiting Program–(including Maternal, Infant and Early Childhood Home and Visiting or MIECHV)**	No	No
6.	**Head Start**	Yes	Yes
7.	**Healthy Start**	No	No
8.	**Public Pre-K**	Yes	Yes
9.	**Tribal Home Visiting Program**	No	No
	Other (limit 150 characters)		
10.			

1C-5.	**Addressing Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors–Annual Training–Best Practices.**
	NOFO Section VII.B.1.e.

	Describe in the field below how your CoC coordinates to provide training for:
1.	**Project staff that addresses safety and best practices (e.g., trauma-informed, victim-centered) on safety and planning protocols in serving survivors of domestic violence and indicate the frequency of the training in your response (e.g., monthly, semi-annually); and**
2.	**Coordinated Entry staff that addresses safety and best practices (e.g., trauma informed care) on safety and planning protocols in serving survivors of domestic violence and indicate the frequency of the training in your response (e.g., monthly, semi-annually).**

(limit 2,000 characters)

(1) Homeless service programs train staff on an annual basis regarding best practices in effectively supporting DV survivors, dating violence, sexual assault, and stalking, including trauma-informed and victim-centered practices. CORA, the CoC's DV services provider, conducts a bi-annual 40-hour training for homeless service providers regarding the dynamics of relationships involving DV and supporting DV survivors through cultural humility and trauma-informed care. The training also provides hands-on skills in peer counseling, crisis intervention, assessment, and advocacy. At a recent Steering Committee meeting, CORA presented on DV-specific services (including the 24-hour hotline, emergency shelter, and subsidy) and connecting DV survivors to CORA. In June 2019, HSA provided a training centered on implementing the Violence Against Women Act (VAWA) into homeless service providers' policies, including adhering to the Emergency Transfer Plan. CORA participated in the training to offer additional information about best practices.
(2) The Coordinated Entry Services (CES) provider agency (Samaritan House) has an MOU with CORA (the CoC's victim services provider) to conduct bi-annual training for CES staff on DV intervention and prevention conducts and quarterly in-service trainings on identified topics as needed. Trainings cover CES procedures, safety screenings and the safety protocol designed by CORA, trauma-informed care, DV screening questions, interviewing, and safety planning. Via the CES DV protocol, clients identified as having a potential safety issue are immediately connected to CORA's DV hotline for DV assessment and connection to shelter, housing, and services. CES provider leadership maintain a close collaboration with CORA program leadership to continually communicate and refine procedures as needed. The CES provider also holds biweekly CES staff meetings to discuss how the processes are going with relation to DV clients, resources and referrals.

1C-5a.	**Addressing Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors–Using De-identified Aggregate Data.**	
	NOFO Section VII.B.1.e.	

Describe in the field below how your CoC uses de-identified aggregate data from a comparable database to assess the special needs related to domestic violence, dating violence, sexual assault, and stalking survivors.

(limit 2,000 characters)

The Human Services Agency (HSA, the CoC Lead Agency) holds ultimate responsibility for assessing community needs related to DV. Alongside partners, HSA staff sit on the County's DV Council to review DV services and needs. To assess community needs related to DV, the CoC looks to Community Overcoming Relationship Abuse (CORA), the community's only provider of domestic violence-specific services and a long-standing HUD CoC grantee. CORA operates many programs, including a DV shelter and DV housing programs. CORA's data is entered into and managed through Apricot by Social Solutions, an HMIS-compliant database. CORA also uses its Apricot database to assess the needs of DV victims in the community. For example, in the midst of San Mateo County's affordable housing and COVID crises, CORA has seen an increase in mental health issues, legal issues, and clients in crisis; many victims are choosing to stay with their abuser longer rather than face homelessness. CORA employs a full-time Data Analyst responsible for managing, evaluating, and reporting on data in Apricot. As needed, CORA's Data Analyst provides the CoC with DV-specific data to assess the needs of the community.

Most recently, HSA and CORA collaborated to develop an assessment of need for Emergency Housing Vouchers for domestic violence survivors. CORA extracted data from Apricot and other data sources to quantify how many DV households were served in emergency shelter, how many were on waiting lists for shelter, how many were referred to other organizations due to there not being a DV shelter bed available. They found there were 121 such households in the period from October 1, 2019 to September 30, 2020. HSA compared this information to HMIS data on the overall numbers of people experiencing homelessness in the CoC to determine how many of the community's EHVs to set aside for DV households.

1C-5b.	**Addressing Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors–Coordinated Assessment–Safety, Planning, and Confidentiality Protocols.**	
	NOFO Section VII.B.1.e.	

	Describe in the field below how your CoC's coordinated entry system protocols incorporate trauma-informed, victim-centered approaches while maximizing client choice for housing and services that:
1.	**prioritize safety;**
2.	**use emergency transfer plan; and**
3.	**ensure confidentiality.**

(limit 2,000 characters)

The CoC is committed to ensuring the safety of households fleeing domestic violence (DV) while respecting housing choice.

1)If a household directly contacts CORA (the local victim services provider), CORA offers a trauma-informed, victim-centered 24-hour hotline with access to safe housing options, and other services. The hotline provides access to CORA's services, including emergency shelter, housing, legal services, and mental health services. These programs are designed to connect survivors to individualized supportive services while restoring their sense of safety, choice, and control. Households contacting the Coordinated Entry System (CES) are screened using victim-centered practices to determine safety concerns and receive referrals to DV or non-DV shelter and housing. Clients are referred to housing based on their unique circumstances (e.g. safety needs, income level, behavioral health needs, proximity to schools).

2)The CoC has adopted a set of policies to support DV victims, which includes an Emergency Transfer Plan. The CoC ensures that covered programs maintain procedures in compliance with VAWA and HUD's DV Rule, including how programs offer tenants the ability to transfer to another unit for safety reasons. All providers have received training from HSA and CORA on how to comply with HUD's DV rule.

3)Confidentiality is ensured regardless of how clients initially contact the homeless system. Both CORA and CES make referrals to DV-specific housing programs, including those receiving ESG, CoC, DOJ/OVW, HHS and other funds, as well as to non-DV-specific programs. If a client is identified as a DV survivor during the CES process, CES will refer and connect the client to CORA. CORA assesses the client's needs and safety and offers them housing in a CORA shelter in a confidential location if appropriate. For clients served by CORA, data is securely entered into an HMIS-compatible database. DV households in homeless programs are never denied assistance if they do not wish to participate in HMIS.

1C-6.	**Addressing the Needs of Lesbian, Gay, Bisexual, Transgender–Anti-Discrimination Policy and Training.**	
	NOFO Section VII.B.1.f.	

	1.	**Did your CoC implement a written CoC-wide anti-discrimination policy ensuring that LGBT individuals and families receive supportive services, shelter, and housing free from discrimination?**	Yes
	2.	**Did your CoC conduct annual CoC-wide training with providers on how to effectively implement the Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity (Equal Access Final Rule)?**	Yes
	3.	**Did your CoC conduct annual CoC-wide training with providers on how to effectively implement Equal Access to Housing in HUD Programs in Accordance with an Individual's Gender Identity (Gender Identity Final Rule)?**	Yes

1C-7.	**Public Housing Agencies within Your CoC's Geographic Area–New Admissions–General/Limited Preference–Moving On Strategy. You Must Upload an Attachment(s) to the 4B. Attachments Screen.**	
	NOFO Section VII.B.1.g.	

Enter information in the chart below for the two largest PHAs highlighted in gray on the CoC-PHA Crosswalk Report at https://files.hudexchange.info/resources/documents/FY-2020-CoC-PHA-Crosswalk-Report.pdf or the two PHAs your CoC has a working relationship with–if there is only one PHA in your CoC's geographic area, provide information on the one:

Public Housing Agency Name	Enter the Percent of New Admissions into Public Housing and Housing Choice Voucher Program During FY 2020 who were experiencing homelessness at entry	Does the PHA have a General or Limited Homeless Preference?	Does the PHA have a Preference for current PSH program participants no longer needing intensive supportive services, e.g., Moving On?
Housing Authority of the County of San Mateo	53%	Yes-HCV	Yes

1C-7a.	**Written Policies on Homeless Admission Preferences with PHAs.**	
	NOFO Section VII.B.1.g.	

	Describe in the field below:	
1.	**steps your CoC has taken, with the two largest PHAs within your CoC's geographic area or the two PHAs your CoC has working relationships with, to adopt a homeless admission preference–if your CoC only has one PHA within its geographic area, you may respond for the one; or**	
2.	**state that your CoC has not worked with the PHAs in its geographic area to adopt a homeless admission preference.**	

(limit 2,000 characters)

The Housing Authority of the County of San Mateo (HACSM) is the sole Public Housing Authority in the CoC's geographic area. HACSM has implemented a homeless admission preference in their Moving to Work-Housing Readiness Program (MTW-HRP). MTW-HRP is a voucher program designed to provide homeless individuals and families with rental assistance for up to 5 years. Additionally, HACSM provides a focus on self-sufficiency to support households in being successful without subsidy following graduation from the program. For the first 18 months in the program, participants receive case management from a homeless services provider within the CoC, before a transition into HACSM's self-sufficiency services. Eligibility requirements for MTW-HRP include that the applicants must be homeless as defined by HACSM's policy. Collaboration between HACSM and the CoC led to the referral process for MTW-HRP to be integrated into the Coordinated Entry System, which ensures prioritization of households who are experiencing the greatest vulnerabilities and most extensive histories of homelessness. In 2020, 10 new households joined the MTW-HRP, with a total of 184 households served by the program.

Additionally, HACSM operates a Project-Based Voucher (PBV) program which designates funds to existing or newly constructed housing units. Eligibility requirements for funding for some PBV units include housing individuals/families who are homeless, which requires selection preference for the specified units to include the criteria of homelessness. Various project-based sites in the CoC have a total of 11 PBV units set aside for residents experiencing homelessness prior to entry. In addition, HACSM has elected to contribute 30 PBV units to support the state-funded Mental Health Services Act (MHSA) program to house people experiencing or are at risk of experiencing homelessness and have a serious mental illness.

1C-7b.	**Moving On Strategy with Affordable Housing Providers.**	
	Not Scored–For Information Only	

Select yes or no in the chart below to indicate affordable housing providers in your CoC's jurisdiction that your recipients use to move program participants to other subsidized housing:

1.	**Multifamily assisted housing owners**	No
2.	**PHA**	Yes
3.	**Low Income Tax Credit (LIHTC) developments**	Yes
4.	**Local low-income housing programs**	Yes
	Other (limit 150 characters)	
5.	Units funded with local housing $$	Yes

1C-7c.	**Including PHA-Funded Units in Your CoC's Coordinated Entry System.**
	NOFO Section VII.B.1.g.

Does your CoC include PHA-funded units in the CoC's coordinated entry process?	Yes

1C-7c.1.	**Method for Including PHA-Funded Units in Your CoC's Coordinated Entry System.**
	NOFO Section VII.B.1.g.

	If you selected yes in question 1C-7c., describe in the field below:
1.	**how your CoC includes the units in its Coordinated Entry process; and**
2.	**whether your CoC's practices are formalized in written agreements with the PHA, e.g., MOUs.**

(limit 2,000 characters)

The San Mateo County Human Services Agency (CoC Lead Agency) manages the Coordinated Entry system and is responsible for developing CES policies and procedures for approval by the CoC Steering Committee. All PSH units, including the Housing Authority's Housing Readiness Vouchers (MTW HCVs), are filled through the same process. Applicants complete a standardized, scored assessment and are placed onto a queue that is kept in order by score and application date. When a vacancy is open in any PSH project, the households with the highest score that meets the eligibility criteria for the unit is referred. The Housing Authority lets HSA know when there are openings in the HRP, and HSA will refer the next household on the list. These practices are formalized in the CES written policies and procedures. In addition, the Housing Authority, in consultation with the CoC, set aside the majority of its Emergency Housing Vouchers (EHV) for unsheltered individuals to be allocated through the Coordinated Entry system, using the same process described above. This collaboration is documented in an MOU between the Housing Authority and HSA.

1C-7d.	**Submitting CoC and PHA Joint Applications for Funding for People Experiencing Homelessness.**
	NOFO Section VII.B.1.g.

Did your CoC coordinate with a PHA(s) to submit a joint application(s) for funding of projects serving families experiencing homelessness (e.g., applications for mainstream vouchers, Family Unification Program (FUP), other non-federal programs)?		Yes

1C-7d.1.	CoC and PHA Joint Application–Experience–Benefits.	
	NOFO Section VII.B.1.g.	

	If you selected yes to question 1C-7d, describe in the field below:
1.	the type of joint project applied for;
2.	whether the application was approved; and
3.	how your CoC and families experiencing homelessness benefited from the coordination.

(limit 2,000 characters)

1. The Housing Authority submitted a joint application with the CoC for Mainstream Vouchers in June 2018, September 2019 and May 2020. The Housing Authority submitted applications for FUP in 2009, 2018 and 2019.
2. The Mainstream vouchers were approved but only the 2009 FUP was approved (2018 and 2019 were not).
3. The FUP vouchers received in 2009 are helping to ensure that there are no foster youth aging out of the foster care system in San Mateo County who experience homelessness due to lack of a housing subsidy. The FUP vouchers also help highly vulnerable families reunite with their children in foster care. Mainstream vouchers are dedicated to serving households in which an adult has a qualifying disability, many of whom are people experiencing homelessness. This collaboration is helping to fill a need for permanent housing for people with disabilities who are experiencing homelessness but might not qualify for permanent supportive housing.

1C-7e.	Coordinating with PHA(s) to Apply for or Implement HCV Dedicated to Homelessness Including American Rescue Plan Vouchers.	
	NOFO Section VII.B.1.g.	

Did your CoC coordinate with any PHA to apply for or implement funding provided for Housing Choice Vouchers dedicated to homelessness, including vouchers provided through the American Rescue Plan?	Yes

1C-7e.1.	Coordinating with PHA(s) to Administer Emergency Housing Voucher (EHV) Program–List of PHAs with MOUs.	
	Not Scored–For Information Only	

Did your CoC enter into a Memorandum of Understanding (MOU) with any PHA to administer the EHV Program?	Yes

If you select yes, you must use the list feature below to enter the name of every PHA your CoC has entered into a MOU with to administer the Emergency Housing Voucher Program.
PHA
This list contains no items

1C. Coordination and Engagement–Coordination with Federal, State, Local, Private, and Other Organiza

1C-8.	Discharge Planning Coordination.	
	NOFO Section VII.B.1.h.	

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

1C-9.	Housing First–Lowering Barriers to Entry.	
	NOFO Section VII.B.1.i.	

1.	Enter the total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects your CoC is applying for in FY 2021 CoC Program Competition.	11
2.	Enter the total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects your CoC is applying for in FY 2021 CoC Program Competition that have adopted the Housing First approach.	11
3.	This number is a calculation of the percentage of new and renewal PSH, RRH, Safe-Haven, SSO non-Coordinated Entry projects the CoC has ranked in its CoC Priority Listing in the FY 2021 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	100%

1C-9a.	Housing First–Project Evaluation.	
	NOFO Section VII.B.1.i.	

Describe in the field below how your CoC regularly evaluates projects to ensure those that commit to using a Housing First approach are prioritizing rapid placement and stabilization in permanent housing and are not requiring service participation or preconditions of program participants.

(limit 2,000 characters)

The CoC has adopted a systemwide policy on housing first stating 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. The Human Service Agency (HSA, the CoC lead) manages a central referral list for CE placement. HSA tracks the rate of acceptance of CES referrals and reasons for refusal and is therefore able to identify whether a specific program is creating barriers to program entry. 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 also reviews project performance data regularly, including exit destinations. Programs with high rates of exit to unsheltered locations are identified and HSA conducts monitoring to identify if there are program policies or practices that are not aligned with Housing First. Programs identified as having 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.

1C-9b.	Housing First–Veterans.	
	Not Scored–For Information Only	

Does your CoC have sufficient resources to ensure each Veteran experiencing homelessness is assisted to quickly move into permanent housing using a Housing First approach?	No

1C-10.	Street Outreach–Scope.	
	NOFO Section VII.B.1.j.	

	Describe in the field below:	
1.	your CoC's street outreach efforts, including the methods it uses to ensure all persons experiencing unsheltered homelessness are identified and engaged;	
2.	whether your CoC's Street Outreach covers 100 percent of the CoC's geographic area;	
3.	how often your CoC conducts street outreach; and	
4.	how your CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance.	

(limit 2,000 characters)

(1) San Mateo County Human Services Agency (HSA, the CoC Lead Agency) funds and oversees 3 Homeless Outreach Teams (HOT) – a countywide team and 2 teams targeting underserved areas of the community where there are disproportional numbers of unsheltered BIPOC (Coastside and South County). HOT conducts intensive engagement and provides service referrals. HOT coordinates with Coordinated Entry (CE) staff to ensure that any unsheltered person can participate in the CE process in the field, including: diversion, housing intervention assessment, document prep assistance, and housing navigation. HOT provides case management to those who need assistance

connecting to shelter, permanent housing, and mainstream benefits. HOT helps create and implement a housing and services plan. HOT staff enter clients into HMIS to track contacts and performance outcomes.

(2) HOT covers the whole county (100% of the CoC geographic area).

(3) Outreach is done on a continual basis, 5 days per week with some weekend coverage, and a focus on areas with high concentrations of unsheltered people. In 2021, HSA has expanded HOT to include a new after-hours team that is able to respond to the needs of unsheltered people in the evening hours.

(4) HOT tailors outreach to those least likely to request assistance by maintaining multilingual staff, meeting with clients where they are living, and providing transportation as needed. For clients with cognitive or physical disabilities, HOT coordinates with the Health Department's Street Medicine Team and the PATH program to access clinical specialists. HOT provides case management for those who are assessed through CE as having the highest needs. To build trust and rapport with unsheltered individuals and meet their immediate needs, HOT repeats engagement attempts. Additionally, HOT staff receive training in topics such as motivational interviewing, trauma-informed care, and other topics to best equip them to serve clients with high needs.

1C-11.	**Criminalization of Homelessness.**	
	NOFO Section VII.B.1.k.	

	Select yes or no in the chart below to indicate strategies your CoC implemented to prevent the criminalization of homelessness in your CoC's geographic area:	

1.	**Engaged/educated local policymakers**	Yes
2.	**Engaged/educated law enforcement**	Yes
3.	**Engaged/educated local business leaders**	Yes
4.	**Implemented communitywide plans**	Yes
5.	**Other:(limit 500 characters)**	
	Outreach team/law enforcement collaboration	Yes

1C-12.	**Rapid Rehousing–RRH Beds as Reported in the Housing Inventory Count (HIC).**	
	NOFO Section VII.B.1.l.	

	2020	**2021**
Enter the total number of RRH beds available to serve all populations as reported in the HIC–only enter bed data for projects that have an inventory type of "Current."	367	733

1C-13.	**Mainstream Benefits and Other Assistance–Healthcare–Enrollment/Effective Utilization.**	
	NOFO Section VII.B.1.m.	

Indicate in the chart below whether your CoC assists persons experiencing homelessness with enrolling in health insurance and effectively using Medicaid and other benefits.

	Type of Health Care	Assist with Enrollment?	Assist with Utilization of Benefits?
1.	Public Health Care Benefits (State or Federal benefits, Medicaid, Indian Health Services)	Yes	Yes
2.	Private Insurers	Yes	Yes
3.	Nonprofit, Philanthropic	Yes	Yes
4.	Other (limit 150 characters)		

1C-13a.	Mainstream Benefits and Other Assistance–Information and Training.	
	NOFO Section VII.B.1.m	

	Describe in the field below how your CoC provides information and training to CoC Program-funded projects by:
1.	systemically providing 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.	communicating information about available mainstream resources and other assistance and how often your CoC communicates this information;
3.	working with projects to collaborate with healthcare organizations to assist program participants with enrolling in health insurance; and
4.	providing assistance with the effective use of Medicaid and other benefits.

(limit 2,000 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 facilitates a quarterly training 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 disseminates information in several ways, including through presentations at CoC meetings and Homeless and Safety Net Providers meetings. In 2020, there were three presentations on accessing employment services – two by NOVA (the WIOA-funded employment organization) and one by HSA on the Housing & Opportunities to Maximize Employment (HOME) program.

(3) 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.

(4) 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 a Street Medicine and Whole Person Care program, both targeting people who are unsheltered. HSA and the County Health Department have funded community health workers to help homeless individuals access health coverage programs, including Medicaid, and physical and behavioral health

services, and apply for SSI. HSA also receives state funding for the Housing and Disability Advocacy Program, which features SSI/SSDI benefits advocacy.

1C-14.	Centralized or Coordinated Entry System–Assessment Tool. You Must Upload an Attachment to the 4B. Attachments Screen.	
	NOFO Section VII.B.1.n.	

	Describe in the field below how your CoC's coordinated entry system:
1.	covers 100 percent of your CoC's geographic area;
2.	reaches people who are least likely to apply for homeless assistance in the absence of special outreach;
3.	prioritizes people most in need of assistance; and
4.	ensures people most in need of assistance receive assistance in a timely manner.

(limit 2,000 characters)

(1) The Coordinated Entry System (CES) covers the entire CoC geographic area and all populations. Access points are any of the eight Core Service Agencies, which are geographically dispersed to cover all regions of the CoC. The Homeless Outreach Team (HOT) is a designated access point for any household living outdoors who are not able or do not wish to go to a Core Service Agency. HOT coordinates with CES staff to ensure that any unsheltered person can access CE process steps in the field.

(2) CES is widely marketed and available, including to people experiencing chronic homelessness, veterans, families with children, youth, survivors of DV, and people with language barriers and physical or mental disabilities. Special outreach is conducted by the 8 Core Service Agencies directly and through partnerships in their geographic areas to populations least likely to seek assistance. Outreach is conducted through partners such as clinics, schools, and other community-based organizations. HOT conducts outreach throughout the community, focusing on areas with high numbers of unsheltered people. HOT works with the County Health Dept. Street Medicine team to identify and serve medically vulnerable homeless individuals and connect them to shelter and housing via CES.

(3) As an initial step, the CES conducts a diversion conversation with each household to determine if an immediate solution to their housing crisis can be identified. For households that cannot be diverted, the CES uses a locally designed assessment tool that collects information about length of time homeless, vulnerability, and barriers to housing. Households assessed as being high-need based on these factors are prioritized for a housing intervention.

(4) CES matches households to a housing intervention, and ensures that a service provider (outreach, shelter, or Housing Voucher Navigation case manager) is available to assist the household in successfully connecting with the housing provider as quickly as possible.

1C-15.	Promoting Racial Equity in Homelessness–Assessing Racial Disparities.	
	NOFO Section VII.B.1.o.	

Did your CoC conduct an assessment of whether disparities in the provision or outcome of homeless assistance exists within the last 3 years?	Yes

1C-15a.	Racial Disparities Assessment Results.	
	NOFO Section VII.B.1.o.	

Select yes or no in the chart below to indicate the findings from your CoC's most recent racial disparities assessment.

1.	People of different races or ethnicities are more likely to receive homeless assistance.	Yes
2.	People of different races or ethnicities are less likely to receive homeless assistance.	Yes
3.	People of different races or ethnicities are more likely to receive a positive outcome from homeless assistance.	Yes
4.	People of different races or ethnicities are less likely to receive a positive outcome from homeless assistance.	Yes
5.	There are no racial or ethnic disparities in the provision or outcome of homeless assistance.	No
6.	The results are inconclusive for racial or ethnic disparities in the provision or outcome of homeless assistance.	No

1C-15b.	Strategies to Address Racial Disparities.	
	NOFO Section VII.B.1.o.	

Select yes or no in the chart below to indicate the strategies your CoC is using to address any racial disparities.

1.	The CoC's board and decisionmaking bodies are representative of the population served in the CoC.	Yes
2.	The CoC has identified steps it will take to help the CoC board and decisionmaking bodies better reflect the population served in the CoC.	Yes
3.	The CoC is expanding outreach in geographic areas with higher concentrations of underrepresented groups.	Yes
4.	The CoC has communication, such as flyers, websites, or other materials, inclusive of underrepresented groups.	Yes
5.	The CoC is training staff working in the homeless services sector to better understand racism and the intersection of racism and homelessness.	Yes
6.	The CoC is establishing professional development opportunities to identify and invest in emerging leaders of different races and ethnicities in the homelessness sector.	No
7.	The CoC has staff, committees, or other resources charged with analyzing and addressing racial disparities related to homelessness.	Yes
8.	The CoC is educating organizations, stakeholders, boards of directors for local and national nonprofit organizations working on homelessness on the topic of creating greater racial and ethnic diversity.	Yes
9.	The CoC reviewed coordinated entry processes to understand their impact on people of different races and ethnicities experiencing homelessness.	Yes
10.	The CoC is collecting data to better understand the pattern of program use for people of different races and ethnicities in its homeless services system.	Yes
11.	The CoC is conducting additional research to understand the scope and needs of different races or ethnicities experiencing homelessness.	Yes
	Other:(limit 500 characters)	
12.		

1C-15c.	Promoting Racial Equity in Homelessness Beyond Areas Identified in Racial Disparity Assessment.	
	NOFO Section VII.B.1.o.	

Describe in the field below the steps your CoC and homeless providers have taken to improve racial equity in the provision and outcomes of assistance beyond just those areas identified in the racial disparity assessment.

(limit 2,000 characters)

The San Mateo County CoC Steering Committee and Human Services Agency (as the CoC lead) are committed to identifying a strong set of strategies to promote racial equity in the homelessness response system. HSA is working to understand the causes of racial disparities in who experiences homelessness in the County and using that analysis to advance racial equity. From 2020-2021, HSA staff and consultants conducted analyses of homeless system data by race and ethnicity and presented the results to the CoC Steering Committee in July and October 2020. HSA also developed a Racial Equity analysis tool for providers in the CoC to use to analyze their own agency-level data. At the April 2021 CoC Steering Committee meeting, the Steering Committee approved the formation of a Preliminary Planning Committee (PPC) where representatives from organizations working in the homelessness response system would review data analyses and develop initial recommendations for a CoC-level, systemwide plan to advance racial equity in the San Mateo County homelessness response system. The PPC was convened and held five meetings between May and October 2021. The group reviewed the CoC's analyses on racial equity in the homelessness response system, including available data on racial disparities in access and outcomes, discussed what additional qualitative and quantitative information would be important to gather, and developed initial recommendations for activities to include in the CoC's racial equity workplan for 2022. Recommendations include: identifying barriers for people of different races and ethnicities through interviews and surveys with people experiencing homelessness, as well as front line and leadership level staff at service provider agencies; providing systemwide training on unconscious bias and other topics; conducting a review of system access points; and creating a standing committee of the CoC dedicated to working on racial equity.

1C-16.	Persons with Lived Experience–Active CoC Participation.	
	NOFO Section VII.B.1.p.	

Enter in the chart below the number of people with lived experience who currently participate in your CoC under the five categories listed:

	Level of Active Participation	Number of People with Lived Experience Within the Last 7 Years or Current Program Participant	Number of People with Lived Experience Coming from Unsheltered Situations
1.	Included and provide input that is incorporated in the local planning process.	20	20
2.	Review and recommend revisions to local policies addressing homelessness related to coordinated entry, services, and housing.	20	20
3.	Participate on CoC committees, subcommittees, or workgroups.	1	0

4.	Included in the decisionmaking processes related to addressing homelessness.	1	0
5.	Included in the development or revision of your CoC's local competition rating factors.	1	0

1C-17.	Promoting Volunteerism and Community Service.	
	NOFO Section VII.B.1.r.	

Select yes or no in the chart below to indicate steps your CoC has taken to promote and support community engagement among people experiencing homelessness in the CoC's geographic area:

1.	The CoC trains provider organization staff on connecting program participants and people experiencing homelessness with education and job training opportunities.	Yes
2.	The CoC trains provider organization staff on facilitating informal employment opportunities for program participants and people experiencing homelessness (e.g., babysitting, housekeeping, food delivery, data entry).	No
3.	The CoC works with organizations to create volunteer opportunities for program participants.	Yes
4.	The CoC works with community organizations to create opportunities for civic participation for people experiencing homelessness (e.g., townhall forums, meeting with public officials).	No
5.	Provider organizations within the CoC have incentives for employment and/or volunteerism.	Yes
6.	Other:(limit 500 characters)	

1D. Addressing COVID-19 in the CoC's Geographic Area

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
 - Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program
Competition
 - FY 2021 CoC Application Detailed Instructions–essential in helping you maximize your CoC
Application score by giving specific guidance on how to respond to many questions and
providing specific information about attachments you must upload
 - 24 CFR part 578

1D-1.	**Safety Protocols Implemented to Address Immediate Needs of People Experiencing Unsheltered, Congregate Emergency Shelter, Transitional Housing Homelessness.**	
	NOFO Section VII.B.1.q.	

	Describe in the field below protocols your CoC implemented during the COVID-19 pandemic to address immediate safety needs for individuals and families living in:
1.	unsheltered situations;
2.	congregate emergency shelters; and
3.	transitional housing.

(limit 2,000 characters)

When the COVID-19 pandemic began in March 2020, the San Mateo County
Board of Supervisors activated a countywide emergency response to COVID
including launching the Emergency Operations Center (EOC). As part of this
overall effort, the Human Services Agency (HSA, CoC lead) worked closely with
the Healthcare for the Homeless (HCH) program (part of the health department)
to develop and implement policies and protocols to address the immediate
health and safety needs of people experiencing homelessness, including:
1. Unsheltered Situations: HCH provided handwashing stations, porta potties,
masks, hand sanitizer and PPE to locations identified by outreach teams as
having significant numbers of unsheltered people. Outreach teams provided
information about social distancing and hygienic practices, how to get tested
(and later vaccinated), assessment and referral to shelter. HSA also moved to
quickly create shelter-in-place opportunities for unsheltered people assessed as
at-risk of becoming infected with COVID, by standing up non-congregate shelter
in motels located throughout the community. HSA also created isolation and
quarantine shelter capacity for unsheltered people exposed to COVID or who
had contracted COVID. People in all these units were connected to primary
health care services.
2. Congregate Emergency Shelter: HCH and HSA worked together to develop
and transmit guidance to congregate shelters on how to practice social
distancing, including head to toe sleeping, how to reduce capacity, conducting
regular testing, protocols for temperature checks, how to use PPE and other
topics. Shelter providers also had a direct line of communication with HCH. In
the event of a positive case, HCH would coordinate with staff from
Communicable Disease to help with further testing, isolation and treatment as

needed.
3. Transitional Housing: Transitional housing in the San Mateo County CoC functions the same as ES, so the activities and protocols were the same as described above.

1D-2.	Improving Readiness for Future Public Health Emergencies.	
	NOFO Section VII.B.1.q.	

Describe in the field below how your CoC improved readiness for future public health emergencies.

(limit 2,000 characters)

The pandemic made it necessary for the County and CoC to mobilize and sustain a highly complex and ongoing response to COVID, which is still continuing today. Responding to COVID deepened the already strong connections and integration between HSA as the CoC lead agency and Health Care for the Homeless. The two organizations developed stronger working relationships and the ability to quickly develop and issue guidance to providers. During COVID, the County Emergency Operations Center, which was used to being activated for natural disasters like fires and earthquakes, learned more about how to coordinate with the homelessness response system. One structural change is that a new Homeless Shelter Liaison has been added to the Health Department Operations Center (DOC) under the Emergency Operations Center to better ensure coordination with homeless services providers in the next public health emergency. HSA and emergency shelter providers also learned how to open and operate new temporary sites very quickly, how to rapidly assess results and modify program models, and response to emerging challenges. These learnings have made the CoC more prepared for responding quickly in future emergencies of various types.

1D-3.	CoC Coordination to Distribute ESG Cares Act (ESG-CV) Funds.	
	NOFO Section VII.B.1.q	

Describe in the field below how your CoC coordinated with ESG-CV recipients to distribute funds to address:	
1.	safety measures;
2.	housing assistance;
3.	eviction prevention;
4.	healthcare supplies; and
5.	sanitary supplies.

(limit 2,000 characters)

The San Mateo County Department of Housing (DOH) is the direct recipient of the community's ESG funds including ESG-CV, and the subrecipient for its allocation from the State. DOH works collaboratively with the Human Services Agency (HSA) and Continuum of Care Steering Committee to evaluate need for ESG-CV funding, develop funding priorities and make awards. In 2020-2021, DOH distributed over $18 million in ESG-CV (including the County's direct allocation from HUD and its allocation from the State). HSA (as the CoC lead

agency) coordinated with the ESG-CV recipient to distribute funds to address:
1. Safety measures: Street outreach programs and emergency shelter programs received significant ESG-CV grants. Funds were used for operation of these programs, including a range of services to implement health and safety protocols, ranging from social distancing to taking temperatures to testing for COVID-19.
2. Housing assistance: Rapid rehousing providers received ESG-CV funds to help people assessed as vulnerable to COVID living in non-congregate shelter to exit to permanent housing, as well as for people experiencing homelessness in the Coordinated Entry System assessed as having highest need for housing.
3. Eviction prevention: Given that San Mateo County had a number of other funding sources for eviction prevention (including ERAP), ESG-CV funds were not used for prevention. Some organizations that received ESG-CV for shelter or outreach also distributed eviction prevention funds.
4. Healthcare supplies: Outreach teams and emergency shelters funded by ESG-CV helped to distribute healthcare supplies purchased with other funding sources.
5. Sanitary supplies: Outreach teams and emergency shelters funded by ESG-CV helped to distribute sanitary supplies purchased with other funding sources.

1D-4.	**CoC Coordination with Mainstream Health.**
	NOFO Section VII.B.1.q.

	Describe in the field below how your CoC coordinated with mainstream health (e.g., local and state health agencies, hospitals) during the COVID-19 pandemic to:
1.	**decrease the spread of COVID-19; and**
2.	**ensure safety measures were implemented (e.g., social distancing, hand washing/sanitizing, masks).**

(limit 2,000 characters)

The Human Service Agency (CoC Lead Agency) built upon its already well-established collaborative partnership with the San Mateo County Health Department, which operates the Healthcare for the Homeless Program (HCH), a hospital, mobile clinics and community clinics to:
1. Decrease the spread of COVID-19: HCH coordinated hard-to-obtain supplies for providers (PPE and cleaning supplies) and there was also a mechanism for homeless service providers to request supplies from the Department Operations Center (DOC), such as masks, hand sanitizer, and disinfectant supplies to pass out to clients. Facility-wide surveillance testing support was provided for shelters.
2. Ensure safety measures were implemented: HCH developed and distributed protocols to homeless system providers on how to get positive cases into isolation, issued guidance and answered questions. Providers were given contact information of a Health Staff Contact of the Day should they have a symptomatic client that needed to be quickly tested or moved to an isolation/quarantine hotel. Vaccination clinics were brought to shelters and to community locations (food pantries, churches) to vaccinate unsheltered individuals (see 1D-6 for more details). The existing HCH program is already embedded with street outreach, so when the pandemic started, they were able to use this infrastructure to identify unsheltered people who were ill or at-risk and connect them with care. The existing Street Medicine outreach team and mobile clinic added COVID-related services (thermometers, masks, hand sanitizer, additional information and resources). They trained outreach workers

on how to approach clients and ask COVID screening and triage questions, and what steps to take if a person was assessed as possibly infected, exposed or vulnerable.

1D-5.	Communicating Information to Homeless Service Providers.	
	NOFO Section VII.B.1.q.	

	Describe in the field below how your CoC communicated information to homeless service providers during the COVID-19 pandemic on:	
1.	safety measures;	
2.	changing local restrictions; and	
3.	vaccine implementation.	

(limit 2,000 characters)

During the COVID-19 pandemic, the Human Service Agency (CoC Lead Agency) worked closely with Healthcare for the Homeless (HCH) to communicate with homeless service providers. HCH took the lead on developing guidance documents and emails, with input from HSA, to transmit to homeless service providers, with a particular focus on outreach teams and emergency shelters. All materials developed by HCH incorporated guidance from the CDC, State of CA and County of San Mateo. HCH also requested input from homeless providers to help craft COVID-19 education materials for people experiencing homelessness, such as by making flyers for residents of non-congregate shelters about where to go for help and how to cope with the stress and trauma of isolation. They created culturally competent materials (in multiple languages) on how to stay safe (wearing masks, hand washing, social distancing, etc.). HSA also held weekly and then bi-weekly calls with providers to answer questions and provide information on topics like how to shift to providing services online or over the phone. HSA held more frequent calls and meetings with non-congregate shelter providers as these programs were rolling out in the early phase of the pandemic.

1D-6.	Identifying Eligible Persons Experiencing Homelessness for COVID-19 Vaccination.	
	NOFO Section VII.B.1.q.	

	Describe in the field below how your CoC identified eligible individuals and families experiencing homelessness for COVID-19 vaccination based on local protocol.	

(limit 2,000 characters)

The Human Services Agency (HSA, CoC Lead) collaborated with the Healthcare for the Homeless (HCH) program to create a protocol for vaccination of people experiencing homelessness. Development of the protocol began in December 2020 as soon as the vaccines began to be available for healthcare providers and was finalized by February 2021. Even before people experiencing homelessness were made categorically eligible by the state, providers were assisting clients with accessing available vaccine resources (for example, at a vaccine clinic for people over 65). HCH assisted by providing information to providers about vaccine availability and access and helped to coordinate communication to providers. On March 15, 2021, the State of CA made

individuals living or working in congregate settings eligible for vaccines, and by March 18th in-shelter vaccinations had already begun in San Mateo County. HCH worked closely with all the shelter providers in the County to set up vaccine clinics to administer the J&J vaccine which continued on through May. By March 25, 2021, HCH had begun rolling out a vaccination program for unsheltered people, coordinating with outreach teams to get the word out and to support transportation of people experiencing homelessness to in-community vaccine clinics and also to do street vaccination. The take-up rate for vaccination has been high, though some people have hesitancy. In the first two days of vaccination at shelters, 200 clients and 100 staff were vaccinated. By May, over 250 unsheltered people had been vaccinated. Vaccines continue to be widely available to anyone who wants one, and shelter and outreach staff continue to provide information and support to encourage people who remain unvaccinated get the vaccine. Now, work is shifting to surveillance testing for unvaccinated residents and staff (there is a state mandate for staff). HCH also worked with HSA and its IT Department to add a field for COVID-19 vaccination in HMIS.

1D-7.	Addressing Possible Increases in Domestic Violence.	
	NOFO Section VII.B.1.e.	

Describe in the field below how your CoC addressed possible increases in domestic violence calls for assistance due to requirements to stay at home, increased unemployment, etc. during the COVID-19 pandemic.

(limit 2,000 characters)

The CoC and Human Services Agency addressed possible increases in domestic violence calls for assistance during the pandemic by coordinating with CORA, our only victim-services organization in the County. CORA has documented an increase in DV calls and in particular an increased need for emergency shelter during the pandemic. At the same time, clients are staying in the shelter are staying longer as they take longer to secure jobs and meet their goals due to the impact of the pandemic. In response, CORA has expanded its emergency motel voucher program to provide victims a safe place to go when existing shelters are full. CORA is also seeking to expand the capacity of its housing programs, including applying for a new RRH program through the DV bonus in the 2021 CoC competition. CORA has also expanded mental health services for DV survivors in response to the additional strains posed by the pandemic.

1D-8.	Adjusting Centralized or Coordinated Entry System.	
	NOFO Section VII.B.1.n.	

Describe in the field below how your CoC adjusted its coordinated entry system to account for rapid changes related to the onset and continuation of the COVID-19 pandemic.

(limit 2,000 characters)

As the lead agency for the San Mateo County CoC, the Human Services Agency is responsible for implementation of the Coordinated Entry System, with oversight from the CoC Steering Committee. As the pandemic unfolded in 2020 and through 2021, HSA took a number of steps to adjust CE policies and procedures, including:

1. Establishing a COVID-19 vulnerability screening process and factors (based on age and health conditions) to identify and prioritize people in need of immediate shelter, including access to socially distanced congregate shelter as well as non-congregate shelter.

2. Amending policies to prioritize people in non-congregate shelter for housing assistance including for opportunities in the County's new Project Homekey developments (motels acquired for use as permanent housing). To ensure equity in access, a portion of these Homekey units are also being filled through the established CE process by people living unsheltered or in congregate shelter.

3. HSA is planning to continue operating some non-congregate shelter programs even after the pandemic is over, which will require switching from COVID prioritization to regular CE prioritization to determine who will have access to these beds and who will have access to regular congregate shelter. HSA is in the process of exploring several options for how this will work, including the possibility of a client choice component (allowing participants to select which type of shelter they prefer) or establishing new eligibility criteria and prioritization factors for non-congregate versus congregate shelter. Whatever solution is implemented, a key consideration will be ensuring access to both types of shelter is equitable and does not create barriers for people of different races and ethnicities, particularly those overrepresented in the population of people experiencing homelessness.

1E. Project Capacity, Review, and Ranking–Local Competition

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
 - Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program
Competition
 - FY 2021 CoC Application Detailed Instructions–essential in helping you maximize your CoC
Application score by giving specific guidance on how to respond to many questions and
providing specific information about attachments you must upload
 - 24 CFR part 578

1E-1.	Announcement of 30-Day Local Competition Deadline–Advance Public Notice of How Your CoC Would Review, Rank, and Select Projects. You Must Upload an Attachment to the 4B. Attachments Screen.	
	NOFO Section VII.B.2.a. and 2.g.	

1.	Enter the date your CoC published the 30-day submission deadline for project applications for your CoC's local competition.	09/08/2021
2.	Enter the date your CoC publicly posted its local scoring and rating criteria, including point values, in advance of the local review and ranking process.	09/08/2021

1E-2.	Project Review and Ranking Process Your CoC Used in Its Local Competition. You Must Upload an Attachment to the 4B. Attachments Screen. We use the response to this question as a factor when determining your CoC's eligibility for bonus funds and for other NOFO criteria listed below.	
	NOFO Section VII.B.2.a., 2.b., 2.c., and 2.d.	

Select yes or no in the chart below to indicate how your CoC ranked and selected project applications during your 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
4.	Used data from a comparable database to score projects submitted by victim service providers.	Yes
5.	Used objective criteria to evaluate how projects submitted by victim service providers improved safety for the population they serve.	Yes
6.	Used a specific method for evaluating projects based on the CoC's analysis of rapid returns to permanent housing.	Yes

1E-2a.	Project Review and Ranking Process–Addressing Severity of Needs and Vulnerabilities.	

	NOFO Section VII.B.2.d.

	Describe in the field below how your CoC reviewed, scored, and selected projects based on:
1.	the specific severity of needs and vulnerabilities your CoC considered when ranking and selecting projects; and
2.	considerations your CoC gave to projects that provide housing and services to the hardest to serve populations that could result in lower performance levels but are projects your CoC needs in its geographic area.

(limit 2,000 characters)

(1) The CoC's Coordinated Entry (CE) system uses an assessment tool and process that prioritizes households with the highest needs, as measured by their length of time homeless, barriers to housing, and vulnerability. CoC-funded projects are expected to have low barriers (only funder-mandated eligibility requirements are permitted) and to accept all referrals from CE that meet their criteria. Projects are evaluated in the rating and ranking process based on whether they have a policy to accept all CE referrals and to document any reason for a rejection. These requirements ensure that projects are serving the highest need households, as determined by CE.

An additional scoring factor in the project ranking process is whether the project ensures that participants are not screened out, and not terminated from programs, based on having low/no income, current/past substance abuse, criminal histories, experience of domestic violence, or lack of participation in supportive services. This scoring factor is applied to both renewal and new projects. Projects that do not have each of these barriers, and that document that in their policies and procedures, receive higher scores.

(2) Projects serving high-need, vulnerable populations are rated as indicated above. The high-need scoring factor and the factors related to housing first and low/no barriers to participation allow the CoC to assess applicants for actual use by, and prospective accessibility to, high-need populations.

1E-3.	Promoting Racial Equity in the Local Review and Ranking Process.	
	NOFO Section VII.B.2.e.	

	Describe in the field below how your CoC:
1.	obtained input and included persons of different races, particularly those over-represented in the local homelessness population, when determining the rating factors used to review project applications;
2.	included persons of different races, particularly those over-represented in the local homelessness population, in the review, selection, and ranking process;
3.	rated and ranked projects based on the degree to which their program participants mirror the homeless population demographics (e.g., considers how a project promotes racial equity where individuals and families of different races are over-represented).

(limit 2,000 characters)

1. The 2021 Project Review and Ranking Process was developed with input from the CoC Steering Committee, which includes representation of people of races and ethnicities as well as organizations that work with groups that are over-represented in the population of people experiencing homelessness, such as Project WeHOPE (predominantly serves East Palo Alto community) and Coastside Hope (predominantly serves Latinx households and agricultural workers living in coastal San Mateo County).

2. The Review Panel for the 2021 competition included individuals who are participating in the CoC's Racial Equity Planning Committee, which is working on developing a one-year work plan for the CoC to advance racial equity in the homelessness response system. Several of these panel members are staff of organizations that serve communities where there is an over-representation of people experiencing homelessness.

3. In 2021 the CoC added rating factors for renewal projects considering the degree to which the projects had identified barriers to participation by people of different races and ethnicities particularly those over-represented in the homelessness population and steps the projects have taken or will take to address identified barrier. New projects are evaluated on their proposed processes and strategies to identify and address barriers. These factors were taken into consideration by the Review Panel in determining the final rank order of projects on the Priority List.

1E-4.	**Reallocation–Reviewing Performance of Existing Projects. We use the response to this question as a factor when determining your CoC's eligibility for bonus funds and for other NOFO criterion below.**	
	NOFO Section VII.B.2.f.	

	Describe in the field below:	
1.	**your CoC's reallocation process, including how your CoC determined which projects are candidates for reallocation because they are low performing or less needed;**	
2.	**whether your CoC identified any projects through this process during your local competition this year;**	
3.	**whether your CoC reallocated any low performing or less needed projects during its local competition this year;**	
4.	**why your CoC did not reallocate low performing or less needed projects during its local competition this year, if applicable; and**	
5.	**how your CoC communicated the reallocation process to project applicants.**	

(limit 2,000 characters)

(1) As indicated in the CoC's written Project Review and Ranking Process (PRRP), the CoC Review Panel actively reviews performance of all renewal projects through the project ranking process. All projects are scored using objective performance criteria, as outlined in the PRRP. Projects falling into Tier 2 based on their score are candidates for reallocation. Any grants with significant underspending are also candidates for reallocation.

(2) No projects were identified as candidates for reallocation in the FY 2021 competition.

(3) No projects were reallocated.

(4) The Review Panel assessed that the lower ranked projects were still performing at a high rate and filled critical needs in the community for rapid rehousing and permanent supportive housing. Re-allocating permanent housing units to create different permanent housing units would not create any positive system level impacts on the numbers of people experiencing homelessness.

(5) The CoC's written PRRP is posted on the CoC's public website and was sent by email to all applicants. A special distribution process is conducted to inform current grantees of the process to submit renewals and includes the reallocation process described in the PRRP. At the Information Meeting for applicants, renewal projects are advised that lower performance may cause projects to be reallocated in order to optimize the strength of the CoC overall in responding to the community's needs.

1E-4a.	Reallocation Between FY 2016 and FY 2021. We use the response to this question as a factor when determining your CoC's eligibility for bonus funds and for other NOFO criterion below.	
	NOFO Section VII.B.2.f.	

Did your CoC cumulatively reallocate at least 20 percent of its ARD between FY 2016 and FY 2021?	No

1E-5.	Projects Rejected/Reduced–Public Posting. You Must Upload an Attachment to the 4B. Attachments Screen if You Select Yes.	
	NOFO Section VII.B.2.g.	

1.	Did your CoC reject or reduce any project application(s)?	Yes
2.	If you selected yes, enter the date your CoC notified applicants that their project applications were being rejected or reduced, in writing, outside of e-snaps.	10/21/2021

1E-5a.	Projects Accepted–Public Posting. You Must Upload an Attachment to the 4B. Attachments Screen.	
	NOFO Section VII.B.2.g.	

Enter the date your CoC notified project applicants that their project applications were accepted and ranked on the New and Renewal Priority Listings in writing, outside of e-snaps.	10/21/2021

1E-6.	Web Posting of CoC-Approved Consolidated Application. You Must Upload an Attachment to the 4B. Attachments Screen.	
	NOFO Section VII.B.2.g.	

Enter the date your CoC's Consolidated Application was posted on the CoC's website or affiliate's website–which included: 1. the CoC Application; 2. Priority Listings; and 3. all projects accepted, ranked where required, or rejected.	11/10/2021

2A. Homeless Management Information System (HMIS) Implementation

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
 - Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program
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 - 24 CFR part 578

2A-1.	**HMIS Vendor.**	
	Not Scored–For Information Only	

Enter the name of the HMIS Vendor your CoC is currently using.	Bitfocus

2A-2.	**HMIS Implementation Coverage Area.**	
	Not Scored–For Information Only	

Select from dropdown menu your CoC's HMIS coverage area.	Single CoC

2A-3.	**HIC Data Submission in HDX.**	
	NOFO Section VII.B.3.a.	

Enter the date your CoC submitted its 2021 HIC data into HDX.	05/14/2021

2A-4.	**HMIS Implementation–Comparable Database for DV.**	
	NOFO Section VII.B.3.b.	

	Describe in the field below actions your CoC and HMIS Lead have taken to ensure DV housing and service providers in your CoC:	
1.	**have a comparable database that collects the same data elements required in the HUD-published 2020 HMIS Data Standards; and**	
2.	**submit de-identified aggregated system performance measures data for each project in the comparable database to your CoC and HMIS lead.**	

(limit 2,000 characters)

1. There is only one DV housing and service provider in San Mateo County – Community Overcoming Relationship Abuse (CORA). CORA's data is entered into and managed through Apricot by Social Solutions, an HMIS-compliant database. Apricot collects the same data elements required in the 2020 HMIS data standards.

2. CORA regularly runs Annual Performance Reports (APRs) on their CoC funded projects to provide to the CoC for the purpose of evaluating program performance, including as required annually for the local CoC competition rating and ranking process.

2A-5.	Bed Coverage Rate–Using HIC, HMIS Data–CoC Merger Bonus Points.	
	NOFO Section VII.B.3.c. and VII.B.7.	

Enter 2021 HIC and HMIS data in the chart below by project type:

Project Type	Total Beds 2021 HIC	Total Beds in HIC Dedicated for DV	Total Beds in HMIS	HMIS Bed Coverage Rate
1. Emergency Shelter (ES) beds	633	16	589	95.46%
2. Safe Haven (SH) beds	0	0	0	
3. Transitional Housing (TH) beds	173	0	173	100.00%
4. Rapid Re-Housing (RRH) beds	733	22	711	100.00%
5. Permanent Supportive Housing	997	0	777	77.93%
6. Other Permanent Housing (OPH)	403	45	358	100.00%

2A-5a.	Partial Credit for Bed Coverage Rates at or Below 84.99 for Any Project Type in Question 2A-5.	
	NOFO Section VII.B.3.c.	

	For each project type with a bed coverage rate that is at or below 84.99 percent in question 2A-5, describe:
1.	steps your CoC will take over the next 12 months to increase the bed coverage rate to at least 85 percent for that project type; and
2.	how your CoC will implement the steps described to increase bed coverage to at least 85 percent.

(limit 2,000 characters)

(1) The goal of the San Mateo County CoC is to achieve as close to 100% participation for each project type as possible. As of the date of the 2021 HIC, our PSH coverage rate was just under 78%. However, we have subsequently added two additional PSH projects into HMIS (Colma Veterans Village/VASH and Colma Veterans Village/Section 8) which brings the current coverage rate up to 84%. The coverage rate for the PSH project type in our CoC is lower than the other intervention types due to including programs that are not funded through CoC, ESG, or local funds and therefore not required to participate in HMIS. Some of these receive State funding that does not mandate HMIS participation (e.g., MHSA program), however, the State has begun creating stronger data mandates for its newer PSH sources (e.g., NPLH, HHC) that will help improve HMIS coverage going forward. The CoC is also continuing to work collaboratively with PSH funders and providers to increase participation, as described in part 2 below. There are no Safe Haven beds in the community.

(2) San Mateo County Human Services Agency (HSA, the CoC lead) has a collaborative connection with the County's Behavioral Health and Recovery Services (BHRS), one of the main funders of PSH in the community. HSA is engaging BHRS to help increase HMIS participation among PSH providers. HSA staff will also increase outreach to and communications with non-participating PSH providers to explain the benefits of having their data in the local HMIS and receiving referrals from our CES. HSA offers HMIS training and support to encourage participation. There is no cost to HMIS-participating agencies for HMIS licenses. HSA staff are available to meet with executive leadership and funders of the provider agencies to encourage HMIS participation.

2A-5b.	Bed Coverage Rate in Comparable Databases.	
	NOFO Section VII.B.3.c.	

Enter the percentage of beds covered in comparable databases in your CoC's geographic area.	100.00%

2A-5b.1.	Partial Credit for Bed Coverage Rates at or Below 84.99 for Question 2A-5b.	
	NOFO Section VII.B.3.c.	

	If the bed coverage rate entered in question 2A-5b. is 84.99 percent or less, describe in the field below:
1.	steps your CoC will take over the next 12 months to increase the bed coverage rate to at least 85 percent; and
2.	how your CoC will implement the steps described to increase bed coverage to at least 85 percent.

(limit 2,000 characters)

Not applicable.

2A-6.	Longitudinal System Analysis (LSA) Submission in HDX 2.0.	
	NOFO Section VII.B.3.d.	

Did your CoC submit LSA data to HUD in HDX 2.0 by January 15, 2021, 8 p.m. EST?	Yes

2B. Continuum of Care (CoC) Point-in-Time (PIT) Count

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
 - Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program
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 - 24 CFR part 578

2B-1.	Sheltered and Unsheltered PIT Count–Commitment for Calendar Year 2022	
	NOFO Section VII.B.4.b.	

Does your CoC commit to conducting a sheltered and unsheltered PIT count in Calendar Year 2022?	Yes

2B-2.	Unsheltered Youth PIT Count–Commitment for Calendar Year 2022.	
	NOFO Section VII.B.4.b.	

Does your CoC commit to implementing an unsheltered youth PIT count in Calendar Year 2022 that includes consultation and participation from youth serving organizations and youth with lived experience?	Yes

2C. System Performance

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
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2C-1.	**Reduction in the Number of First Time Homeless–Risk Factors.**	
	NOFO Section VII.B.5.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 2,000 characters)

As part of its Strategic Plan to End Homelessness, the San Mateo County
Human Services Agency (HSA, the CoC Lead Agency) is committed to
preventing homelessness whenever possible, including by implementing the
following strategies.
(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 CoC Performance
Measurement Committee has also reviewed HMIS first-time homelessness data
to identify other prevention strategies (e.g. ensuring at-risk households are
aware of available prevention assistance).
(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 have been
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. 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 hospital, recently
implementing a new program for institutional diversion to connect people to
housing prior to exiting the County jail or the County hospital.
(3) HSA's Center on Homelessness Management Analysts and the CoC

Performance Measurement Committee oversee the analysis of risk factors and implementing strategies to reduce first-time homelessness.

2C-2.	Length of Time Homeless–Strategy to Reduce.	
	NOFO Section VII.B.5.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 2,000 characters)

(1 & 2) As part of the design and implementation 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 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 been homeless the longest as identified by the CES process. HSA prioritizes Veterans with the longest LOTH and the highest needs for housing resources using the CoC's by-name Master List of Veterans experiencing homelessness for weekly referrals to SSVF RRH. HSA facilitates a monthly case conference in which providers 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 the amount of time spent in shelter. HSA engaged a consultant to conduct data analysis on adult long-term shelter stayers within the CoC and to conduct a best practices review. HSA convened a multi-disciplinary case conference to target housing and support resources to the longest-term shelter stayers currently accessing services. HSA will continue to review the list of active long-term shelter stayers periodically to ensure that they connect to housing interventions and appropriate services.

(3) The HSA Center on Homelessness Management Analyst and the CoC Performance Measurement Committee are responsible for overseeing these strategies.

2C-3.	Exits to Permanent Housing Destinations/Retention of Permanent Housing.	
	NOFO Section VII.B.5.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 2,000 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. 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. Using funding through the State of CA Project Homekey, two new motel acquisitions were completed in late 2020 and more applications are in process. 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.

2C-4.	Returns to Homelessness–CoC's Strategy to Reduce Rate.	
	NOFO Section VII.B.5.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 2,000 characters)

(1) The CoC identifies common factors of households who return to homelessness by reviewing HMIS data 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. Through CES, the CoC prioritizes the available capacity of intensive housing programs, such as PSH for individuals and families with longest length of homelessness and highest needs, so they avoid returning to homelessness. HSA funds HOME, an employment program designed to provide 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 housing stability. The CoC Performance Measurement Committee identified key strategies to reduce returns to homelessness: linking households to mainstream systems and 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 mental health system, as well as RRH and PSH providers, to discuss best practices to support clients with significant mental health issues who have recently re-entered housing.
(3) The HSA Center on Homelessness Management Analyst and CoC Performance Measurement Committee are responsible for overseeing these strategies.

2C-5.	Increasing Employment Cash Income-Strategy.	
	NOFO Section VII.B.5.f.	

	Describe in the field below:	
1.	your CoC's strategy to increase employment income;	
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 2,000 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 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 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 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. Recently, the CoC trained 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.
(3) The HSA Center on Homelessness Manager is responsible for overseeing these strategies.

2C-5a.	Increasing Employment Cash Income–Workforce Development–Education–Training.	
	NOFO Section VII.B.5.f.	

	Describe in the field below how your CoC:
1.	promoted partnerships and access to employment opportunities with private employers and private employment organizations, such as holding job fairs, outreach to employers, and partnering with staffing agencies; and
2.	is working with public and private organizations to provide meaningful education and training, on-the-job training, internships, and employment opportunities for program participants.

(limit 2,000 characters)

1. HSA, the CoC Lead Agency, is also the home of the County's Employment Services Division, which offers job information centers, employment services, job fairs, and connections to WIOA-funded services. HSA has an MOU with the NOVA Workforce Development Board, agreeing to partner with NOVA to ensure access for individuals experiencing homelessness, and to offer services such as job workshops and one-on-one job coaching to this population. The CoC is also working with NOVA on maintaining collaborations with providers, including PSH providers, to promote referrals and collaboration. HSA works with workforce partners to ensure that the employment programs are accessible to individuals experiencing homelessness and can be tailored to meet their specific needs. The CoC Lead Agency has facilitated information-sharing between Employment Services Division and homeless service providers. NOVA and Employment Services both made informational presentations to the CoC Steering Committee in 2020-2021.
2. The CoC implements various strategies to provide education, training, internships and employment opportunities for program participants. In 2017, the San Mateo County Human Services Agency (HSA, the CoC Lead Agency) launched HOME (Housing and Opportunities to Maximize Employment), 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. The HOME program offers a paid, on-the-job training program with flexible schedules to engage participants with barriers to employment. To assist participants with transitioning to mainstream employment, the HOME program also offers individualized job placement and job coaching services. Between July 2020 and June 2021, the HOME program served 230 clients, of whom 74 participated in paid on-the-job training program.

2C-5b.	Increasing Non-employment Cash Income.	
	NOFO Section VII.B.5.f.	

	Describe in the field below:
1.	your CoC's strategy 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 2,000 characters)

(1 & 2) The San Mateo County Human Services Agency (HSA, the CoC Lead Agency) implements various strategies to increase non-employment income to promote housing stability among program participants. The CoC Performance Measurement Committee actively monitors systemwide performance, including increases in non-employment and overall income. The CoC includes among its

performance standards a measure of increased non-employment income when evaluating CoC funded projects for renewal or reallocation. The CoC provides resources to service providers for boosting participant income. The CoC provides training and support to homeless services and housing programs on accessing mainstream benefits, including General Assistance, TANF, unemployment insurance, SSI and SSDI, employment services, SNAP, and Medicaid. The CoC also provided a training to homeless services and housing programs related to accessing child support benefits. In addition to training, HSA oversees direct services for connecting individuals to additional income sources. HSA funds eight (8) Core Services Agencies to provide safety net services, which include providing free tax return filing assistance annually to ensure that low-income community members receive all refundable tax credits for which they are eligible. Last year, HSA also began administering the Housing and Disability Advocacy Program, a state-funded program designed to provide SSI-eligible or SSDI-eligible individuals experiencing homelessness with disability benefits advocacy, housing-focused case management, and housing location services. Finally, the CoC recently identified as a key strategy providing on-site information sessions at family homeless shelters for shelter staff regarding the TANF benefits eligibility level and application process so the staff can assist clients with accessing services.

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

3A. Coordination with Housing and Healthcare Bonus Points

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program
Competition
- FY 2021 CoC Application Detailed Instructions–essential in helping you maximize your CoC
Application score by giving specific guidance on how to respond to many questions and
providing specific information about attachments you must upload
- 24 CFR part 578

3A-1.	**New PH-PSH/PH-RRH Project–Leveraging Housing Resources.**	
	NOFO Section VII.B.6.a.	

Is your CoC applying for a new PSH or RRH project(s) that uses housing subsidies or subsidized housing units which are not funded through the CoC or ESG Programs to help individuals and families experiencing homelessness?	Yes	

3A-1a.	**New PH-PSH/PH-RRH Project–Leveraging Housing Commitment. You Must Upload an Attachment to the 4B. Attachments Screen.**	
	NOFO Section VII.B.6.a.	

	Select yes or no in the chart below to indicate the organization(s) that provided the subsidies or subsidized housing units for the proposed new PH-PSH or PH-RRH project(s).	

1.	**Private organizations**	No
2.	**State or local government**	No
3.	**Public Housing Agencies, including use of a set aside or limited preference**	Yes
4.	**Faith-based organizations**	No
5.	**Federal programs other than the CoC or ESG Programs**	No

3A-2.	**New PSH/RRH Project–Leveraging Healthcare Resources.**	
	NOFO Section VII.B.6.b.	

Is your CoC applying for a new PSH or RRH project that uses healthcare resources to help individuals and families experiencing homelessness?	No	

3A-2a.	Formal Written Agreements–Value of Commitment–Project Restrictions. You Must Upload an Attachment to the 4B. Attachments Screen.	
	NOFO Section VII.B.6.b.	

| 1. | Did your CoC obtain a formal written agreement that includes:
(a) the project name;
(b) value of the commitment; and
(c) specific dates that healthcare resources will be provided (e.g., 1-year, term of grant, etc.)? | No |
| 2. | Is project eligibility for program participants in the new PH-PSH or PH-RRH project based on CoC Program fair housing requirements and not restricted by the health care service provider? | No |

3A-3.	Leveraging Housing Resources–Leveraging Healthcare Resources–List of Projects.	
	NOFO Sections VII.B.6.a. and VII.B.6.b.	

If you selected yes to question 3A-1. or 3A-2., use the list feature icon to enter information on each project you intend for HUD to evaluate to determine if they meet the bonus points criteria.

Project Name	Project Type	Rank Number	Leverage Type
This list contains no items			

3B. New Projects With Rehabilitation/New Construction Costs

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
 - Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program
Competition
 - FY 2021 CoC Application Detailed Instructions–essential in helping you maximize your CoC
Application score by giving specific guidance on how to respond to many questions and
providing specific information about attachments you must upload
 - 24 CFR part 578

3B-1.	Rehabilitation/New Construction Costs–New Projects.	
	NOFO Section VII.B.1.r.	

Is your CoC requesting funding for any new project application requesting $200,000 or more in funding for housing rehabilitation or new construction?	No

3B-2.	Rehabilitation/New Construction Costs–New Projects.	
	NOFO Section VII.B.1.s.	

	If you answered yes to question 3B-1, describe in the field below actions CoC Program-funded project applicants will take to comply with:
1.	**Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u); and**
2.	**HUD's implementing rules at 24 CFR part 75 to provide employment and training opportunities for low- and very-low-income persons, as well as contracting and other economic opportunities for businesses that provide economic opportunities to low- and very-low-income persons.**

(limit 2,000 characters)

Not applicable.

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

To help you complete the CoC Application, HUD published resources at
https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
 - Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program Competition
 - FY 2021 CoC Application Detailed Instructions–essential in helping you maximize your CoC Application score by giving specific guidance on how to respond to many questions and providing specific information about attachments you must upload
 - 24 CFR part 578

3C-1.	**Designating SSO/TH/Joint TH and PH-RRH Component Projects to Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes.**	
	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

3C-2.	**Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. You Must Upload an Attachment to the 4B. Attachments Screen.**	
	NOFO Section VII.C.	

	If you answered yes to question 3C-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 2,000 characters)

Not applicable

4A. DV Bonus Application

To help you complete the CoC Application, HUD published resources at https://www.hud.gov/program_offices/comm_planning/coc/competition, including:
- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2021 Continuum of Care Program Competition
- FY 2021 CoC Application Detailed Instructions–essential in helping you maximize your CoC Application score by giving specific guidance on how to respond to many questions and providing specific information about attachments you must upload
- 24 CFR part 578

4A-1.	New DV Bonus Project Applications.	
	NOFO Section II.B.11.e.	

Did your CoC submit one or more new project applications for DV Bonus Funding?	Yes

4A-1a.	DV Bonus Project Types.	
	NOFO Section II.B.11.	

Select yes or no in the chart below to indicate the type(s) of new DV Bonus project(s) your CoC included in its FY 2021 Priority Listing.

	Project Type	
1.	SSO Coordinated Entry	No
2.	PH-RRH or Joint TH/RRH Component	Yes

You must click "Save" after selecting Yes for element 1 SSO Coordinated Entry to view questions 4A-3 and 4A-3a.

4A-2.	Number of Domestic Violence Survivors in Your CoC's Geographic Area.	
	NOFO Section II.B.11.	

1.	Enter the number of survivors that need housing or services:	203
2.	Enter the number of survivors your CoC is currently serving:	67
3.	Unmet Need:	136

4A-2a.	Calculating Local Need for New DV Projects.	
	NOFO Section II.B.11.	

Describe in the field below:

1.	how your CoC calculated the number of DV survivors needing housing or services in question 4A-2 element 1 and element 2; and
2.	the data source (e.g. comparable database, other administrative data, external data source, HMIS for non-DV projects); or
3.	if your CoC is unable to meet the needs of all survivors please explain in your response all barriers to meeting those needs.

(limit 2,000 characters)

1. The number of DV survivors needing housing or services was calculated by compiling the following data points for the period from October 1, 2019, through September 30, 2020: (1) total people staying in shelter or permanent housing beds designated for DV survivors; (2) people on the waiting list for emergency shelter for DV survivors; and (3) people who were not able to access our community's interim or permanent housing for DV survivors and were referred to other DV organizations for interim or permanent housing. The number of survivors currently being served is based on the number of RRH and OPH beds in our Housing Inventory Count (HIC) that are dedicated to survivors of DV.
2. The data source for numbers of survivors needing housing is data extracted by CORA, San Mateo County's victim services organization and operator of DV shelter, from their HMIS comparable database (for individuals served) and from their internal tracking systems for numbers of people on the waiting list or referred to other programs. The data source for number of people who can be served in the system is the 2021 HIC.
3. The CoC does not yet have sufficient capacity to provide rapid rehousing or other forms of affordable housing for survivors of DV who experience homelessness. The primary barrier to creating sufficient housing is availability of resources. Our CoC is submitting an application for a new DV RRH bonus project serving 10 households (20 beds) to fill a portion of the identified gap.

| 4A-4. | New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects–Project Applicant Information. | |
| | **NOFO Section II.B.11.** | |

| Use the list feature icon to enter information on each unique project applicant applying for New PH-RRH and Joint TH and PH-RRH Component DV Bonus projects–only enter project applicant information once, regardless of how many DV Bonus projects that applicant is applying for. | |

Applicant Name
CORA

Project Applicants Applying for New PH-RRH and Joint TH and PH-RRH DV Bonus Projects

4A-4.	**New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects–Project Applicant Information–Rate of Housing Placement and Rate of Housing Retention–Project Applicant Experience.**	
	NOFO Section II.B.11.	

	Enter information in the chart below on the project applicant applying for one or more New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects included on your CoC's FY 2021 Priority Listing:	

1.	**Applicant Name**	CORA
2.	**Rate of Housing Placement of DV Survivors–Percentage**	93.00%
3.	**Rate of Housing Retention of DV Survivors–Percentage**	75.00%

4A-4a.	**Calculating the Rate of Housing Placement and the Rate of Housing Retention–Project Applicant Experience.**	
	NOFO Section II.B.11.	

	Describe in the field below:	
1.	**how the project applicant calculated the rate of housing placement and rate of housing retention reported in question 4A-4; and**	
2.	**the data source (e.g. comparable database, other administrative data, external data source, HMIS for non-DV projects).**	

(limit 1,000 characters)

The rate of housing placement reflects the most recent APR data from CORA's current rapid housing program, which was initially funded in the FY 2018 CoC competition. In the period from May 1, 2020, to April 30, 2021, there were 15 leavers from the program, of whom 14 exited to permanent housing, for a successful exit rate of 93%. This data comes from CORA's HMIS compatible database. Retention data is gathered by staff who contact participants after they have left the program to inquire as to whether they are still housed. CORA maintains this data in client files.

4A-4b.	**Providing Housing to DV Survivor–Project Applicant Experience.**	
	NOFO Section II.B.11.	

	Describe in the field below how the project applicant:	
1.	**ensured DV survivors experiencing homelessness were assisted to quickly move into safe affordable housing;**	
2.	**prioritized survivors–you must address the process the project applicant used, e.g., Coordinated Entry, prioritization list, CoC's emergency transfer plan, etc.;**	
3.	**connected survivors to supportive services; and**	
4.	**moved clients from assisted housing to housing they could sustain–address housing stability after the housing subsidy ends.**	

(limit 2,000 characters)

1. CORA has extensive experience in operating shelter, housing programs and rental subsidy programs for DV survivors. Program participants are assisted in their search for locating safe and affordable housing of their choosing. CORA's Housing Development Manager uses a client-centered approach that encourages and empowers clients to identify where they want to live and the type of housing best fitting their unique needs.

2. All of CORA's programs are targeted to and only serve survivors. In a typical year, CORA receives over 12,000 requests for assistance from survivors of domestic violence. Survivors can call a 24-hour hotline to access assistance, including shelter and housing. CORA also accepts referrals from all partnering agencies in San Mateo County for domestic violence survivors who are eligible for available housing programs, including referrals from the Coordinated Entry System. As a well-known community resource, clients are also referred by schools, nonprofits, healthcare providers, churches, community members and government agencies.

3. CORA provides victims and survivors of intimate partner abuse with effective supportive services as they deal with an exceptionally difficult period in their lives. Participants in CORA safe houses and housing programs receive survivor-driven advocacy services from skilled advocates, as well as connections to a range of services and supports including 24-hour crisis, legal, and law enforcement referral hotlines; legal services; mental health support; children's programming; community advocacy; and community education.

4. CORA's emergency shelter and housing programs all have high rates of successful exit to permanent housing, including a 93% success rate for the existing RRH program and 73% rate of successful exit to housing from emergency shelter. A primary objective of all programs is ensuring households secure income so that they may sustain their housing when rental subsidy periods end.

4A-4c.	**Ensuring DV Survivor Safety–Project Applicant Experience.**	
	NOFO Section II.B.11.	

	Describe in the field below examples of how the project applicant ensured the safety of DV survivors experiencing homelessness by:
1.	training staff on safety planning;
2.	adjusting intake space to better ensure a private conversation;
3.	conducting separate interviews/intake with each member of a couple;
4.	working with survivors to have them identify what is safe for them as it relates to scattered site units and/or rental assistance;
5.	maintaining bars on windows, fixing lights in the hallways, etc. for congregate living spaces operated by the applicant; and
6.	keeping the location confidential for dedicated units and/or congregate living spaces set-aside solely for use by survivors.

(limit 5,000 characters)

1. All staff, interns and volunteers are provided initial and ongoing training on safety planning by managers and collaborative partners as well as training from professionals in the field, including the California Partnership to End Domestic Violence, the National Network to End Domestic Violence, and the Department of Justice. Topics include how to coach clients on remaining safe during a

violent incident, safety with a protection order, safety on the job or volunteer setting and in public, and others.

2. Confidential space is offered at CORA's main office in San Mateo at 2211 Palm Avenue. For clients who are at the safe houses (emergency shelters), there are confidential offices where clients can meet with their safe house advocate or housing advocate. When intakes are done virtually, advocates are trained to help the client determine if the space they are in is confidential/private.

3. CORA does not work with couples.

4. The CORA housing team explores a variety of questions with clients in an effort to help them think through what is safe for them when it comes to where they will live. Included in the issues explored: geographic location, connecting with family, reasonable accommodations, security measures, finding jobs and housing in low-crime areas.

5. CORA's facilities team is responsible for ensure physical safety at our sites. When rooms turnover, facilities staff perform a safety walk for any repairs or to address any safety issues that may be present. Door codes are updated between occupants.

6. At intake, staff discuss the importance of confidentiality concerning the people at the safe house and its location. Disclosure of information to family, friends, law enforcement, other organizations/agencies or inquiring individuals is prohibited. When the client arrives at the safe house, they receive introductions, a clarification on the length of stay available, information about who to call in an emergency, and an explanation of procedures and confidentiality.

4A-4c.1.	Evaluating Ability to Ensure DV Survivor Safety–Project Applicant Experience.	
	NOFO Section II.B.11.	

Describe in the field below how the project evaluated its ability to ensure the safety of DV survivors the project served.

(limit 2,000 characters)

Some of the factors CORA looks at in determining their success in ensuring the safety of DV survivors in their housing programs include:
-Whether they are continuing to place clients where they are comfortable and safe from their abusive partners and in safe neighborhoods.
-Whether they are continuing to teach clients the signs of healthy relationships as well as unhealthy relationships.
-Whether clients are placed in units where they can reasonably be expected to afford the rent after their time in the program so that they are self-sufficient.
-Whether they are continuing to safety plan with clients when needed.
-Whether they are continuing to explore different housing options with clients, including looking at relocation if available/comfortable, placing clients in safe cities unknown to abusive partners.

Quantitative evaluation of RRH efforts to ensure the safety of clients includes:
-Percentage of clients that secure permanent housing while in the program.
-Percentage of clients reporting they are stably housed in permanent housing one year after exit from the program.
-Percentage of clients who had to relocate due to safety issues.

4A-4d.	Trauma-Informed, Victim-Centered Approaches–Project Applicant Experience.	
	NOFO Section II.B.11.	

	Describe in the field below examples of the project applicant's experience in using trauma-informed, victim-centered approaches to meet needs of DV survivors in each of the following areas:
1.	prioritizing program participant choice and rapid placement and stabilization in permanent housing consistent with participants' preferences;
2.	establishing and maintaining an environment of agency and mutual respect, e.g., the project does not use punitive interventions, ensures program participant staff interactions are based on equality and minimize power differentials;
3.	providing program participants access to information on trauma, e.g., training staff on providing program participants with information on trauma;
4.	emphasizing program participants' strengths, e.g., strength-based coaching, questionnaires and assessment tools include strength-based measures, case plans include assessments of program participants strengths and works towards goals and aspirations;
5.	centering on cultural responsiveness and inclusivity, e.g., training on equal access, cultural competence, nondiscrimination;
6.	providing opportunities for connection for program participants, e.g., groups, mentorships, peer-to-peer, spiritual needs; and
7.	offering support for parenting, e.g., parenting classes, childcare.

(limit 5,000 characters)

1. CORA's housing programs strive to support participants to secure and stabilize in permanent housing as rapidly as possible. Program staff use a client-centered approach that encourages and empowers clients to identify where they want to live and the type of housing that best meets their self-identified needs. All participants receive survivor-driven client advocacy by CORA's exceptionally well-trained and experienced client advocates. A client advocate is assigned to each client and their family. The advocate and survivor work together to ensure that the family can maintain permanent housing after the financial assistance and supportive services of their program end. Participants also receive support to secure employment so that they have income to sustain housing. They can also receive mental health services provided by a health clinician so that they can address issues that might be posing barriers to housing stability.

2. CORA's survivor-driven advocacy model is trauma-informed and client-led and does not resort to punitive methods. Client advocates meet regularly with each family to develop and implement an individual care plan that builds upon the client's self-identified goals and objectives for attaining safe, independent housing and financial self-sufficiency. Service participation is voluntary, and advocates use motivational interviewing and other techniques to engage clients and support them to take steps to achieve their goals. Advocates encourage participation in services and workshops offered by CORA and community partners. Advocates offer child watch services to reduce childcare barriers to participating in CORA's wrap-around services.

3. All of CORA's staff are certified domestic violence counselors with experience and skill in providing trauma-informed care. As part of their work with clients, advocates provide accessible information about how past or recent trauma plays out in a person's reactions and responses, relationships, decisions, and other areas. This framing informs all the work between the advocate and client. Staff continually build on their skills with on-going trainings both on-site at CORA and off-site with partner agencies, so they are equipped with the most current trauma informed best practices to ensure optimum service

delivery

4. CORA's values, which direct and guide all their work, demonstrate a client-centered approach. These values include being client-centered; committed to serving the unique needs of each individual, family and community; and valuing each other. Each participant works with a highly skilled client advocate to develop a client-led and strengths-based care plan that guides the work done collaboratively between the advocate and survivor.

5. CORA is a multicultural agency. As such, 65% of the staff, 55% of the Board of Directors and nearly 85% of clients identify as a person of color. CORA is committed to serving survivors regardless of age, ethnicity/race, financial status, language, sexual orientation, immigration status, class, religion, gender, mental or physical ability. CORA provides free and confidential emergency, intervention and prevention services, including the county's only emergency shelter for survivors with all services provided in Spanish and English. CORA hires staff with bilingual capacities in the two primary languages clients speak--Spanish and English. Currently, 45% of staff are bilingual and three additional languages outside of English are spoken by CORA staff. In August 2021, CORA rolled out staff trainings and "conscious" and "courageous conversations" about race and equity throughout the organization. The agency hired the Courageous Conversation Academy, which uses an award-winning protocol for effectively engaging, sustaining and deepening interracial dialogue.

6. CORA's client advocates help clients access a range of programs and services to support connection – including support groups, volunteer and mentorship opportunities, and information on activities and services offered by faith congregations. Workshops and mental health/support workshops are provided by CORA staff or others from the community on topics such as: Goal Setting, Job Interviewing Skills, Resume Building, Parenting, Communication, Conflict Resolution, Safety Planning, Stress Management, Healthy Cooking, Exercise, Tenant Rights and Responsibilities, Budgeting, Tax Filing Tips, Credit Consultation, Developing a Housing Resume, Financial Services, and other topics as needed.

7. As noted above, CORA's service options for participants include workshops on parenting. Client advocates provide childcare services as needed so that parents may participate in service offerings.

4A-4e.	Meeting Service Needs of DV Survivors–Project Applicant Experience.	
	NOFO Section II.B.11.	

	Describe in the field below:	
1.	supportive services the project applicant provided to domestic violence survivors experiencing homelessness while quickly moving them into permanent housing and addressing their safety needs; and
2.	provide examples of how the project applicant provided the supportive services to domestic violence survivors.

(limit 5,000 characters)

1. For nearly 45 years, CORA's mission has been to provide safety, support and healing for individuals who experience abuse in an intimate relationship and educate the community to break the cycle of intimate partner abuse. CORA's vision is a society where intimate partners treat one another with respect, where domestic violence and other forms of relationship abuse are not tolerated, and where services are accessible to all who need them. CORA provides victims and survivors of intimate partner abuse with effective supportive services as

they deal with an exceptionally difficult period in their lives. CORA's trauma-informed programming includes safe houses; rapid rehousing, supportive housing; 24-hour crisis, legal, and law enforcement referral hotlines; legal services; mental health support; children's programming; community advocacy; and community education. As the only agency of its kind in San Mateo County, in a typical year CORA responds to over 12,000 requests for these services.

All of CORA's services are tailored to the needs of victims (e.g., those who are currently in an abusive relationship) and survivors (i.e., those who have fled an abusive partner) of domestic violence (also called intimate partner abuse). CORA's services are tied to an evidence-based theory of change developed by the Domestic Violence (DV) Evidence Project (www.DVEvidenceProject.org). This initiative, from the National Resource Center on Domestic Violence, combines what is known from research, evaluation, practice and theory to inform critical decision-making by intimate partner abuse programs and allies. Based on the DV Evidence Project's findings, there are several indicators that can predict well-being and are focal points for CORA's work. Key among these indicators are: (1) Self-sufficiency, (2) Social connectedness and positive relationships; (3) Economic stability; (4) Safety; and (5) Positive physical, emotional and spiritual behaviors.

2. Examples of programs operated by CORA and their results include:
-The Safe House (emergency shelter program with an average of 6 weeks stay funded by multiple public and private funders). In 2020-2021, 44 individuals (18 adults and 26 children) received emergency shelter through CORA's Safe House program, and an additional 114 individuals (53 adults and 61 children) received emergency shelter though hoteling, for a total of 158 individuals served. Of those served, 98% received referrals to help them achieve greater self-sufficiency and 73% exited to safe, alternative housing.
-The Rental Subsidy Program is a three-year subsidy program funded by San Mateo County. In 2020-2021, this program served 17 households. The single household that exited the program this year remained in permanent housing post-exit and no longer requires a subsidy.

CORA provides every program participant and their family with survivor-driven client advocacy and mental health services that lead to their increased self-sufficiency. Participation in services is voluntary. Methods and activities include:
-Each client meets regularly with their client advocate to develop and implement an individual care plan that outlines goals and objectives to secure housing and increase financial self-sufficiency.
-Each client is offered behavioral health services to assist with removing those barriers that contribute to housing instability that are related to mental health issues.
-The client advocate helps each client integrate into the community by connecting them with other resources as needed. Advocates also provide peer counseling and ensure CORA's comprehensive services (e.g., therapy, legal services, support groups, food, clothing) are available as appropriate.
-The client advocate communicates with each client about available self-sufficiency and mental health/support workshops. Workshops and mental health/support workshops are provided by CORA staff or others from the community. Topics include Goal Setting, Job Interviewing Skills, Resume Building, Parenting, Communication, Conflict Resolution, Safety Planning, Stress Management, Healthy Cooking, Exercise, Tenant Rights and Responsibilities, Budgeting, Tax Filing Tips, Credit Consultation, Developing a

Housing Resume, Financial Services, and other topics as needed.
-In situations where clients require legal assistance, CORA offers each family child watch services so that the parents can attend while their child receives trauma-informed supervision in a safe, welcoming multi-sensory children's room.

4A-4f.	Trauma-Informed, Victim-Centered Approaches–New Project Implementation.	
	NOFO Section II.B.11.	

	Provide examples in the field below of how the new project will:
1.	prioritize program participant choice and rapid placement and stabilization in permanent housing consistent with participants' preferences;
2.	establish and maintain an environment of agency and mutual respect, e.g., the project does not use punitive interventions, ensures program participant staff interactions are based on equality and minimize power differentials;
3.	provide program participants access to information on trauma, e.g., training staff on providing program participants with information on trauma;
4.	place emphasis on program participants' strengths, e.g., strength-based coaching, questionnaires and assessment tools include strength-based measures, case plans include assessments of program participants strengths and works towards goals and aspirations;
5.	center on cultural responsiveness and inclusivity, e.g., training on equal access, cultural competence, nondiscrimination;
6.	provide opportunities for connection for program participants, e.g., groups, mentorships, peer-to-peer, spiritual needs; and
7.	offer support for parenting, e.g., parenting classes, childcare.

(limit 5,000 characters)

The new proposed DV RRH program is an expansion of CORA's existing RRH program, and so the services, approaches and models will be very similar to what is currently in place.
1. Participants in the new project will be assisted in their search for safe and affordable housing of their choosing, with the goal of securing and stabilizing in housing as rapidly as possible. Program staff will use a client-centered approach that encourages and empowers clients to identify where they want to live and the type of housing that best meets their self-identified needs. All participants will receive survivor-driven client advocacy by CORA's exceptionally well-trained and experienced client advocates. A client advocate will be assigned to each client and their family. The advocate and survivor will work together to ensure that the family can maintain permanent housing after the financial assistance and supportive services of their program end. Participants will also receive support to secure employment so that they have income to sustain housing. They will also receive mental health services provided by a health clinician so that they can address issues that might be posing barriers to housing stability.
2. CORA's survivor-driven advocacy model is trauma-informed and client-led and does not resort to punitive methods. Client advocates in the proposed program will meet regularly with each family to develop and implement an individual care plan that builds upon the client's self-identified goals and objectives for attaining safe, independent housing and financial self-sufficiency. Service participation will be voluntary, and advocates will use motivational interviewing and other techniques to engage clients and support them to take steps to achieve their goals.
3. Staff in the proposed program will be certified domestic violence counselors

with experience and skill in providing trauma-informed care. As part of their work with clients, advocates will provide accessible information about how past or recent trauma plays out in a person's reactions and responses, relationships, decisions, and other areas. This framing will inform all the work between the advocate and client. Staff will continually build on their skills with on-going trainings both on-site at CORA and off-site with partner agencies, so they are equipped with the most current trauma informed best practices to ensure optimum service delivery

4. CORA's values will be infused in the new proposed program and will demonstrate a client-centered approach. These values include being client-centered; committed to serving the unique needs of each individual, family and community; and valuing each other. Each participant will work with a highly skilled client advocate to develop a client-led and strengths-based care plan that guides the work done collaboratively between the advocate and survivor.

5. CORA has recently put in motion a renewed agency-wide effort to promote racial equity in CORA's operations and services, which will have a significant impact on the proposed new program. This effort began in August when CORA rolled out staff trainings and "conscious" and "courageous conversations" about race and equity throughout the organization. The agency hired the Courageous Conversation Academy, which uses an award-winning protocol for effectively engaging, sustaining and deepening interracial dialogue. Their work helps individuals and organizations to address persistent racial disparities intentionally, explicitly, and comprehensively. Out of these trainings and conversations, staff representing all levels of the agency and board members have gone to work in operationalizing what was learned in these courageous conversations and trainings, including forming a team specifically concerned with issues of racial equity at CORA. Some of the anticipated deliverables to be produced include enhanced staff/board trainings, development of tools/resources around hiring and promotion and program-specific strategies to promote equity.

6. CORA's client advocates will help clients access a range of programs and services to support connection – including support groups, volunteer and mentorship opportunities, and information on activities and services offered by faith congregations. Workshops and mental health/support workshops will be provided by CORA staff or others from the community on topics such as: Goal Setting, Job Interviewing Skills, Resume Building, Parenting, Communication, Conflict Resolution, Safety Planning, Stress Management, Healthy Cooking, Exercise, Tenant Rights and Responsibilities, Budgeting, Tax Filing Tips, Credit Consultation, Developing a Housing Resume, Financial Services, and other topics as needed.

7. CORA's service options for participants will include workshops on parenting. Client advocates will provide childcare services as needed so that parents may participate in service offerings.

4B. Attachments Screen For All Application Questions

We prefer that you use PDF files, though other file types are supported. Please only use zip files if necessary.

 Attachments must match the questions they are associated with.

 Only upload documents responsive to the questions posed–including other material slows down the review process, which ultimately slows down the funding process.

 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).

Document Type	Required?	Document Description	Date Attached
1C-14. CE Assessment Tool	Yes	CE Assessment Tool	11/09/2021
1C-7. PHA Homeless Preference	No	PHA Homeless Pref...	11/09/2021
1C-7. PHA Moving On Preference	No	PHA Moving On Pre...	11/09/2021
1E-1. Local Competition Announcement	Yes	Local Competition...	11/09/2021
1E-2. Project Review and Selection Process	Yes	Project Review an...	11/09/2021
1E-5. Public Posting–Projects Rejected-Reduced	Yes	Public Posting - ...	11/09/2021
1E-5a. Public Posting–Projects Accepted	Yes	Public Posting - ...	11/09/2021
1E-6. Web Posting–CoC-Approved Consolidated Application	Yes		
3A-1a. Housing Leveraging Commitments	No	Housing Leveragin...	11/09/2021
3A-2a. Healthcare Formal Agreements	No		
3C-2. Project List for Other Federal Statutes	No		

Attachment Details

Document Description: CE Assessment Tool

Attachment Details

Document Description: PHA Homeless Preference

Attachment Details

Document Description: PHA Moving On Preference

Attachment Details

Document Description: Local Competition Announcement

Attachment Details

Document Description: Project Review and Selection Process

Attachment Details

Document Description: Public Posting - Projects Rejected-Reduced

Attachment Details

Document Description: Public Posting - Projects Accepted

Attachment Details

Document Description:

Attachment Details

Document Description: Housing Leveraging Commitments

Attachment Details

Document Description:

Attachment Details

Document Description:

Submission Summary

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

Page	Last Updated
1A. CoC Identification	10/08/2021
1B. Inclusive Structure	11/09/2021
1C. Coordination	11/08/2021
1C. Coordination continued	11/08/2021
1D. Addressing COVID-19	11/08/2021
1E. Project Review/Ranking	11/09/2021
2A. HMIS Implementation	11/08/2021
2B. Point-in-Time (PIT) Count	11/08/2021
2C. System Performance	11/08/2021
3A. Housing/Healthcare Bonus Points	11/08/2021
3B. Rehabilitation/New Construction Costs	11/08/2021

3C. Serving Homeless Under Other Federal Statutes	11/08/2021
4A. DV Bonus Application	11/09/2021
4B. Attachments Screen	Please Complete
Submission Summary	No Input Required

CE ASSESSMENT TOOL

Per HUD's Detailed Instructions, this attachment is our Coordinated Entry (CE) Assessment Tool.

COUNTY OF **SAN MATEO**
HUMAN SERVICES AGENCY

San Mateo County Coordinated Entry System Assessment Tool

The San Mateo County CoC uses a phased assessment process for Coordinated Entry. The steps in the process are: initial screening; diversion conversation (problem solving); assessment; prioritization and matching/referral to available housing interventions. The assessment step includes a series of questions that are used for prioritization and also to determine whether a household is eligible for a particular type of assistance. Some of the questions are asked at the initial screening step and then confirmed during the assessment process.

This document lists all the questions that are asked as part of the assessment (including those that are asked at initial screening). Some of these questions are weighted and used for prioritization. Some are used only for eligibility purposes. The questions about disabling condition (#18 and #19) are not used for prioritization purposes but are used to match households to housing programs for which they may be eligible based on having a disability or the specific type of disability.

Personal and Demographic Information
1. What is your name?
2. What is your Social Security Number?
3. What is your date of birth?
4. What gender do you identify as?
5. What is your race?
6. Are you Hispanic or Latino?
7. Have you ever served in the U.S. Armed Forces or been called into active duty as a member of the National Guard or as a Reservist?

Household Composition
8. Are you the head of your household?
9. How many people are in your household?
10. What are their names and dates of birth?

Living Situation and Housing History
11. Where are you currently staying?
12. How long have you been homeless this time?
13. On how many separate occasions in the last 3 years have you lived in a shelter or a place not meant for human habitation?
14. When was the last time you or any adult household member had a lease in your/their name?
15. How many times has any adult household member had an eviction in the last 5 years?
16. Chronic homeless status: determined by responses to questions 12, 13, and 18.

Health Status and History
17. Are you pregnant?
18. Do you have any disabling conditions?

19. If yes, what disabling conditions do you have?
20. Do you or any adults in your household have any challenges that cause you to need help with daily activities or help with maintaining housing? (For example, a serious medical condition, mental health problem, substance problem, other issue)
21. How many times have you used crisis services in the past year?
22. Do you have health insurance coverage?

Income
23. Considering all sources of income, what is your household's total monthly income?
24. Are you receiving any non-cash benefits?
25. If yes, which ones?

Legal Domains
26. How many times in the past five years has someone in your household been arrested or cited by police?
27. Has anyone in the household ever been convicted of any felonies?

PHA ADMINISTRATION PLAN PREFERENCE

Per HUD's Detailed Instructions, this attachment is our PHA Administrative Plan - Homeless Preference (Chapter 18 – Housing Readiness Program). The highlighted sections document the Homeless Preference.

Housing Authority of the County of San Mateo

ADMINISTRATIVE PLAN

FOR THE

HOUSING VOUCHER AND

MOVING TO WORK PROGRAMS

July 1, 2019 to June 30, 2020

Chapter 18

HOUSING READINESS PROGRAM

I. INTRODUCTION

The Housing Authority of the County of San Mateo (HACSM) has been a participant in HUD's Moving to Work (MTW) demonstration program since the execution of its MTW Agreement in May 2000. The demonstration exempts HACSM from many of the regulatory requirements that would otherwise apply to these families.

This chapter states provisions unique to the MTW Housing Readiness Program (HRP). For items not addressed in this chapter, the Housing Voucher Program policies shall apply as stated in other chapters of this Plan.

II. PARTICIPANT SELECTION

Admission

The MTW-HRP has two components. The first component is to assist eligible individuals and families with their rent payments. The second component is to provide and coordinate a full range of supportive services for the individuals and families so that they may obtain self-sufficiency at the end of the contract term. The program relies upon the existing supportive services offered in San Mateo County. Some of these services are job training and placement, child care, transportation, education, homeownership education, alcohol and drug rehabilitation, domestic violence counseling, and other services that promote self-sufficiency.

Eligibility

The applicants must meet the same income and other eligibility requirements as the Housing Voucher Program applicants. In addition, applicants must meet the following HRP eligibility requirements:

- Applicants must be homeless as defined by HACSM's policy;
- The applicant must be receiving case management services from a HACSM-approved Community Based Assistance Program, and the applicant must be in compliance with the requirements of those programs;

- Applicants must agree to participate in the required case management, throughout the duration of their participation, with the goal of becoming self-sufficient.

HACSM Homeless Definition:

Applicants are considered homeless if they are:

- In places not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings (on the street).
- In an emergency shelter.
- In transitional or supportive housing for homeless persons who originally came from the streets or emergency shelters.
- In any of the above places but spending a short time (up to 30 consecutive days) in a hospital or other institution.
- Being discharged within 30 calendar days from an institution, such as a mental health or substance abuse treatment facility or a jail/prison, in which the person has been a resident for more than 30 consecutive days and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing.
- Fleeing a domestic violence housing situation and no subsequent residence has been identified and lacks the resources and support networks needed to obtain housing.

Preference

HACSM has established a system of preferences for the selection of individuals or families admitted to the program. These preferences are based on local housing needs and priorities and are consistent with the program goals and objectives. The selection preferences affect only the order of selecting applicants. They do not make any individual or family ineligible which would otherwise be eligible. Preference will be given to individuals and families that:

- Have members who reside, work, or are hired to work in San Mateo County.
- Are not a prior MTW participant.
- Are currently receiving case management services from an HACSM-approved CBO.

One preference point will be given for each of the verifiable preferences. HACSM will select families with the highest total preference points for eligibility interviews first. Families who have the same total preference points will be selected based on the time and date that the completed referral packet was received by HACSM.

Applicants who claim a preference must submit verifiable documents with their referral packet. Below are some examples of acceptable documents:

- Residency: signed lease, utility bills, governmental benefit notices prior to becoming homeless.

- Certification from supportive service agencies.

- First time program participant: HACSM will use its database to verify this preference.

III.   TIME-LIMITED ASSISTANCE

Participants in the MTW Housing Readiness Program have up to 60 months (five years) of rental assistance.

When applicants receive their vouchers, they will be given an MTW addendum describing time limits on MTW assistance and other aspects of the program that differ from the Housing Voucher Program. MTW families will also be required to sign a statement regarding time remaining in the program at each reexamination.

IV.   PORTABILITY

MTW Housing Readiness program participants may only use their rental assistance in the County of San Mateo. The HRP vouchers are not portable.

V.   VOUCHER ISSUANCE

All applicants selected to receive MTW-HRP vouchers will receive a briefing on how the program operates and what he/she as an applicant must do to achieve and maintain eligible status. Whether delivered individually or in a group setting, the briefing will contain all pertinent information about the voucher program in general and the MTW program in particular. The staff member conducting the briefing will place special emphasis on non-traditional aspects of the program, particularly:

- The time limited feature of the program.
- The fact that MTW-HRP vouchers are not portable.
- The requirement of having case management.
- The HACSM hardship policy.

MOVING ON MULTIFAMILY PREFERENCE

Per HUD's Detailed Instructions, this attachment is our PHA Administration Plan - Moving On Multifamily Preference (Chapter 4 – Applications, Waiting List and Tenant Selection). The highlighted section documents the Moving On Preference.

Housing Authority of the County of San Mateo

ADMINISTRATIVE PLAN

FOR THE

HOUSING VOUCHER AND

MOVING TO WORK PROGRAMS

July 1, 2019 to June 30, 2020

APPLICATIONS, WAITING LIST AND TENANT SELECTION

MTW Waiver: *The Agency is authorized to determine waiting list procedures, tenant selection procedures and criteria and preferences…This authorization waives certain provisions of Sections 8(o)(6), 8(o)(13)(J) and 8(o)(16) of the 1937 Act and 24 C.F.R. 982 Subpart E, 982.305 and 983 Subpart F as necessary to implement the Agency's Annual MTW Plan.*

I. INTRODUCTION

When a family wishes to receive assistance under the Voucher program, the family must submit a pre-application that provides HACSM with the information needed to determine the family's eligibility. HACSM determines how and when it will collect applications and establish a waiting list. When Voucher assistance becomes available, HACSM will select families from the waiting list in accordance with HUD requirements and HACSM policies as stated in the Administrative Plan and the MTW Annual Plan.

HACSM is required to adopt a clear approach to accepting pre-applications, placing families on the waiting list, selecting families from the waiting list and must follow this approach consistently.

HUD regulations require that all families have an equal opportunity to apply for and receive housing assistance, and that HACSM affirmatively further fair housing goals in the administration of the program.

When HUD awards funding that is targeted for families with specific characteristics or families living in specific units, HACSM will apply those funds according to HUD guidelines. Persons qualifying for special purpose funding from HUD may be placed on, and selected from, the waiting list over other applicants on the list.

Examples of special funding include programs targeting the homeless and persons with disabilities; families or youths that qualify for the Family Unification program, HACSM public housing residents that are affected by the demolition/disposition process or service-enhanced housing stated in HACSM's MTW Agreement and Annual Plan.

II. THE APPLICATION PROCESS

Applying for Assistance

Any family that wishes to receive HCV assistance must apply for admission to the program. HACSM has an electronic pre-application process for anyone interested in the program.

The application process will involve the following three phases:

1.   The *first phase* is the "pre-application" to be placed on the waiting list. Families who wish to apply for any one of HACSM's Voucher programs must complete a

If the notice is returned by the post office with a forwarding address, the notice will be re-sent to the address indicated. The family will have another deadline to respond from the date the letter was re-sent.

If a family is removed from the waiting list for failure to respond, HACSM may reinstate the family if it determines the lack of response was due to HACSM error, or to circumstances beyond the family's control, or if approved as a reasonable accommodation.

The family may submit another pre-application after removal or expiration of their previous pre-application.

Removal from the Waiting List

If at any time an applicant family is on the waiting list and HACSM determines that the family is not eligible for assistance, the family will be removed from the waiting list.

If a family is removed from the waiting list because HACSM has determined the family is not eligible for assistance, a denial notice will be sent to the family's address of record.

IV. SELECTION FOR ASSISTANCE

VOUCHER PROGRAM

Local Preferences

HACSM will assign preference to families who live, work or are hired to work in San Mateo County. Work or hired to work does not include volunteer work, internships, being an independent contractor or employment with temporary agencies.

PSH Moving On

HACSM will assign preference to current Permanent Supportive Housing (PSH) Program participants who meet the eligibility criteria of the PSH Moving-On policy as stated in HACSM's PSH Policy and Procedure manual. HACSM will limit the number of PSH Moving On preference up to 5 per calendar year, subject to availability of Section 8 Vouchers.

Order of Selection

HACSM will use a lottery system to select families from the Interest List for its Voucher waiting list. HACSM will pre-determine the total number of applicants it needs to select in order to maintain a waiting list to utilize the number of vouchers that have become available due to turnover. The draw will randomly assign a placement order for the applicant households. The resulting placement order along with the applicant's qualifying preferences will determine the order in which applicants will be scheduled for an eligibility interview.

LOCAL COMPETITION ANNOUNCEMENT

Per HUD's Detailed Instructions, these attachments document how the CoC announced the local competition deadline and acceptance of applications, that the deadline was 30 days prior to November 16, 2021, and how our CoC informed project applicants about point values or other ranking criteria the CoC would use to rank projects in our local competition. The relevant sections have been highlighted in yellow.

Attachments include:

Section 1: Screen shots of the public website posting of the opening of the 2021 CoC Competition, availability of funding, local competition deadline, and Project Review and Ranking process document, including point values for objective criteria.

Section 2: Emails to community stakeholders announcing the opening of the 2021 CoC Competition, availability of funding, local competition deadline, and Project Review and Ranking process document, including point values for objective criteria.

Section 3: Project Review and Ranking Process Document which was posted on the public website and emailed to community stakeholders, and that includes objective scoring criteria and point values.

Section 4: Screen shot of due date for project applications (new and renewal) documenting that the local submission deadline was at least 30 days prior to November 16, 2021.

Section 1: Screen shots of the public website posting of the opening of the 2021 CoC Competition, availability of funding, local competition deadline, and Project Review and Ranking process document, including point values for objective criteria.

Continuum of Care NOFA/NOFO

hsa.smcgov.org/continuum-care-nofanofo

Apps Projector Home · Asana Grantium™ Meal Programs Shallow Subsidy SNHP NPLH BH HCRS Comms AA Racism Homeward Bound Trauma Informed C... Shelter Outcomes Reading list

Home ▸ Public Assistance Programs ▸ Homelessness

Continuum of Care NOFA/NOFO

2021 Continuum of Care NOFO

2021 Continuum of Care NOFO (Notice of Funding Opportunity)

On August 18, 2021, the U.S. Department of Housing and Urban Development (HUD) published the Notice of Funding Opportunity (NOFO) for the Continuum of Care Homeless Assistance Program.

The NOFO can be accessed at: https://www.grants.gov/web/grants/search-grants.html?keywords=continuum%20of%20care

The NOFO establishes this year's funding criteria for the Continuum of Care (CoC) Homeless Assistance Programs (sometimes also referred to as the McKinney-Vento Homeless Assistance Act programs). A brief summary of highlights is provided in the document below.

The San Mateo County Human Services Agency, as the CoC Lead Agency, is in the process of developing the local competition timeline and application materials. Information is posted below, and this page will be updated with additional information soon. Please check back frequently for new information.

If you have any questions about the NOFO process, Please send any questions to Lody Saba (lsaba@smcgov.org), Kate Bristol (kate@focusstrategies.net), and Jessica Silverberg (jsilverberg@smcgov.org). Please send NOFO questions to all three in order to receive the most timely response possible.

Potential applicants meeting

NOFA information archive

2019 Continuum of Care NOFA (Notice of Funding Availability)
On July 3, 2019 the U.S.... View more »

2018 Continuum of Care NOFA (Notice of Funding Availability)
On June 20, 2018, the U.S.... View more »

2017 Continuum of Care NOFA (Notice of Funding Availability)
On July 14, 2017, the U.S.... View more »

2016 Continuum of Care NOFA (Notice of Funding Availability)
On June 29, 2016, the U.S.... View more »

2015 Continuum of Care NOFA (Notice of Funding Availability)
On September 18, 2015 the U.S.... View more »

Share your Feedback

2:32 PM
9/7/2021

Continuum of Care NOFA/NOFO

hsa.smcgov.org/continuum-care-nofanofo

Apps Projector Home · Asana Grantium™ Meal Programs Shallow Subsidy SNHP NPLH BH HCRS Comms AA Racism Homeward Bound Trauma Informed C... Shelter Outcomes Reading list

Potential applicants meeting

September 15, 2021 at 9am on Zoom. This meeting is for any agency interested in learning about applying for new or renewal funding. The meeting will provide details on our local process and will include opportunities to ask questions. This meeting is open to anyone interested in learning more about this funding opportunity. Zoom meeting details are here:

https://smcgov.zoom.us/j/93331721889

Or Telephone: US: +1 669 900 6833

Webinar ID: 933 3172 1889

For 2021 Highlights of the CoC NOFO click below

pdfHighlights of 2021 CoC NOFO 8-31-21.pdf126.85 KB

Share your Feedback

COVID-19 Info

County Home   Careers   Feedback   Connect with the County!

2:33 PM
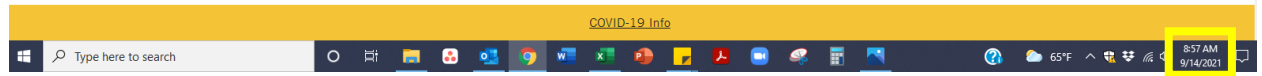9/7/2021

2021 Project Review and Ranking Process

The Draft Project Review and Ranking Process for 2021 is also available below. This document will
be finalized at the CoC Steering Committee meeting on September 10, 2021
https://smcgov.zoom.us/j/96585221302

pdf2021 Project Review and Ranking Process.pdf387.37 KB

For 2021 Highlights of the CoC NOFO click below

pdfHighlights of 2021 CoC NOFO 8-31-21.pdf126.85 KB

Renewal Applications

Renewal project applications are due by October 6, 2021, at 5:00 pm to
HSA_Homeless_Programs@smcgov.org. Information about the renewal process may be found in the
document below titled Information for Renewal Applicants 2021 CoC NOFO. Guidance on
completing the Renewal Application in E-snaps is provided in the document titled Tips for
Completing the 2021 Renewal Application in E-snaps.

pdfInformation for Renewal Applicants 20121 CoC NOFO.pdf118.81 KB

pdfTips for Completing the 2021 Renewal Application in E-Snaps.pdf118.81 KB

2021 Project Review and Ranking Process

The Project Review and Ranking Process for 2021 is also available below. This document was
approved by the CoC Steering Committee meeting on September 10, 2021

pdf2021 Project Review and Ranking Process Final 091021.pdf316.31 KB

For 2021 Highlights of the CoC NOFO click below

pdfHighlights of 2021 CoC NOFO 8-31-21.pdf126.85 KB

COVID-19 Info

Section 2: Emails to community stakeholders announcing the opening of the 2021 CoC Competition, availability of funding, local competition deadline, and Project Review and Ranking process document, including point values for objective criteria.

Linda Ly

From: Tammie Sweetser <TSweetser@smcgov.org>
Sent: Tuesday, August 31, 2021 8:41 AM
Subject: CoC NOFO and CoC meeting information

To San Mateo County CoC Members and stakeholders -

As you know, on August 18, 2021, HUD released the FY 2021 Continuum of Care (CoC) Notice of Funding Opportunity (NOFO). The deadline for CoCs to submit their applications to HUD is November 16, 2021.

Attached is a short summary of the highlights of the NOFO process this year. As in past years, HUD is requiring CoCs to rank projects in two Tiers, with projects in Tier 2 at-risk of not being renewed. We did want to highlight one significant change about the Tiers—which is that in the 2021 NOFO, HUD is providing sufficient funding so that all eligible renewal projects could be placed into Tier One, thereby ensuring they will not lose funding this year. Bonus funding is also available for new permanent housing projects and projects serving victims of domestic violence. Bonus projects, if placed into Tier 1, would push some renewals into Tier 2.

Our CoC Steering Committee Meeting schedule is being adjusted to align with the NOFO timeline, as follows:
* Adding new meeting:
  o September 10, 2021, from 10:00 a.m. -11:00 am - Special CoC Steering Committee meeting to approve Rating and Ranking process (an invitation with Zoom link will be sent out)
* Cancelling the regular October meeting:
  o Cancelling the October 8, 2021 meeting.
* Adding new meeting:
  o November 8, 2021, from 10:30 a.m. to 12:00 p.m. –CoC Steering Committee with approval of the NOFO Project Priority List and also some regular CoC agenda items (an invitation with Zoom link will be sent out)

For those who are planning to submit a new or renewal application, the deadline for submission to the Center on Homelessness is tentatively scheduled for October 6, 2021. We are still finalizing the timeline and informational materials for our local competition process. We will email and post additional information by the end of this week.

Thank you and as always please feel free to reach out if you have any questions. Please send any questions to Lody Saba (lsaba@smcgov.org), Khalia Parish (kparish@smcgov.org), and Kate Bristol (kate@focusstrategies.net). (Please send NOFO questions to all three in order to receive the most timely response possible.)

Thank you,
The Center on Homelessness team

Subject:	FW: 2021 CoC NOFO - Important Information
Attachments:	2021 Project Review and Ranking Process.pdf; Information for Renewal Applicants 20121 CoC NOFO.pdf; Tips for Completing the 2021 Renewal Application in E-Snaps.pdf; Availability of New Project Funding 2021 CoC NOFO.pdf; New Project Narrative Application Template 2021.pdf

From: Lody Saba <lsaba@smcgov.org>
Sent: Friday, September 3, 2021 12:51 PM
Subject: 2021 CoC NOFO - Important Information

To San Mateo County CoC Members and Stakeholders,

This email provides some updates on our 2021 CoC funding competition.

Rating and Ranking Policy
- Attached is the draft version of the 2021 CoC Rating and Ranking Policy. This document will be reviewed, discussed and adopted by the CoC Steering Committee at their upcoming meeting on September 10, 2021. A meeting agenda will be sent next week.

Information for Renewal Applicants
Information is now available for organizations interested in renewing existing CoC projects. Attached are:
- Information for Renewal Applicants 2021 CoC NOFA
- Tips for Completing the 2021 CoC Renewal Application in E-snaps

Information on Funding Availability for New Projects
Information is now available on funding for new CoC projects. Attached are:
- Availability of New Project Funding in the 2021 CoC NOFO
- New Project Narrative Application Template for 2021

Informational Meeting for Applicants
- The Center on Homelessness will also be hosting an informational meeting for applicants for new and renewal funding on September 15, 2021, from 9:00 to 10:00 a.m., via Zoom. https://smcgov.zoom.us/j/93331721889. Any organization interested in submitting either a renewal application or a new project is encouraged to send a representative to the meeting.

Center on Homelessness NOFO Website:
- Our NOFO website is being continuously updated with the most recent information. Please visit https://hsa.smcgov.org/continuum-care-nofanofo for additional news and updates.

Thank you and as always please feel free to reach out if you have any questions. Please send any questions to Lody Saba (lsaba@smcgov.org), Jessica Silverberg (jsilverberg@smcgov.org), and Kate Bristol (kate@focusstrategies.net). (Please send NOFO questions to all three in order to receive the most timely response possible.)

Thank you,
The Center on Homelessness team

Linda Ly

Subject: FW: 2021 Project Review and Ranking Process Final posted
Attachments: 2021 Project Review and Ranking Process Final 091021.pdf

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From: Tammie Sweetser <TSweetser@smcgov.org>
Sent: Tuesday, September 14, 2021 7:50 AM
Subject: 2021 Project Review and Ranking Process Final posted

Hi CoC Steering and Stakeholders

<mark>Please find attached the FINAL 2021 Project Review and Ranking Process. You can also find it on the CoC NOFO page at link below.</mark>

https://hsa.smcgov.org/continuum-care-nofanofo

Tammie

Tammie Sweetser

** WFH Monday and everyother Friday, in office Tues-Thurs
Assistant to Selina Toy Lee, Director of Collaborative Community Outcomes
(Center on Homelessness, Children's Fund, Emergency Response & Veterans Services)

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Section 3: Project Review and Ranking Process Document which was posted on the public website and emailed to community stakeholders, and that includes objective scoring criteria and point values.

I. Background on the 2021 NOFO and Ranking Requirements

On August 18, 2021, the U.S. Department of Housing and Urban Development (HUD) published the *Notice of Funding Opportunity (NOFO) for the FY 2021 Continuum of Care Competition.*

- Funding is available for eligible renewal projects. Renewals must be rated and ranked into two tiers (see below).

- San Mateo County is eligible to request up to $684,255 for bonus permanent housing projects, which may include: (1) permanent supportive housing (PSH) serving people experiencing chronic homelessness; (2) rapid re-housing (RRH) projects serving homeless single adults or families with children and (3) joint transitional housing/rapid re-housing (TH/RRH) projects serving homeless single adults or families with children.

- San Mateo County may request funding to create one or more new DV bonus projects serving households who are survivors of domestic violence, dating violence, sexual assault or stalking. The maximum available to San Mateo County is $491,550. The following project types are eligible: (1) rapid re-housing (RRH), (2) joint transitional housing/rapid re-housing (TH/RRH). SSO Projects for Coordinated Entry (SSO-CE) to implement policies, procedures, and practices that equip the CoC's coordinated entry to better meet the needs of survivors of domestic violence, dating violence, sexual assault, or stalking may also be submitted; there is a cap of one submission per CoC for SSO-CE project applications.

- San Mateo County may also create new projects through the re-allocation of funds from lower performing existing grants. The availability of re-allocated funds will depend on the performance of currently funded projects and whether there are underperforming projects identified by the CoC Review Panel for reallocation. Re-allocated funds may be used for the same types of projects as the permanent housing bonus (described above) and may also be used by the CoC Lead Agency, San Mateo County Human Services Agency (HSA), for dedicated HMIS projects or Coordinated Entry projects.

- Organizations with multiple CoC projects of the same project type may apply to consolidate two or more (but no more than 10) grants into a single grant through the renewal process.

- Organizations with existing CoC projects may also apply to transition from one project component to another component using the re-allocation process.

The NOFO requires that each CoC conduct a transparent and objective process to review and rank all applications for renewal of existing projects and creation of new projects, including consideration of how projects promote racial equity. Ranking of renewal projects must demonstrate the use of established objective criteria, including performance data, to review project applications. Additionally, the CoC must place projects into Tier 1 and Tier 2, with projects in Tier 2 having to compete nationally for funding.

This document describes the San Mateo County CoC policies and process governing the review and ranking of projects in the 2020 competition, as well as the adopted policy for determining which projects are placed into Tier 2.

II. Rating and Ranking Process and Criteria

a. Adoption of Performance Standards

On July 12, 2013, the CoC Steering Committee adopted objective Project Performance Standards for all program types within the continuum (emergency shelter, short- and long-term transitional housing, permanent housing, rapid re-housing, services only with housing focus, and services only with employment focus). In June 2016 these standards were updated to align with HUD's System Performance Measures (published in 2014) and to reflect recent data on current performance of San Mateo County programs and performance targets recommended by Focus Strategies as part of their technical assistance work on HSA's Strategic Plan to End Homelessness.

In July 2018, the CoC Steering Committee voted to adjust the performance standard for HMIS data quality.

The Performance Standards as amended on July 13, 2018, are attached as **Attachment A**.

b. Solicitation of CoC Applications

On September 3, 2021, the CoC Lead Agency (HSA) released an announcement of available funding for both new and renewal CoC projects. An informational meeting for potential applicants (both new and renewal) is set to be convened on September 15, 2021. Funding announcements were distributed broadly via email to the provider community and were also posted to the HSA website. The announcements explain the process for submitting application, as well as the review criteria and process.

c. Application Process

- On or about September 17, 2021, renewal applicants will receive a Project Performance Report from HSA summarizing their progress in meeting the established performance standards using data from the Clarity HMIS system. This report provides each renewal project applicant the opportunity to provide any narrative explanation or clarification regarding why they did or did not meet any of the standards. This document also includes supplemental narrative questions. Again, this year, match letters will also undergo a technical review for adherence to HUD requirements.

- By October 6, 2021, at 5:00 pm, all applicants (new and renewal) must complete their Project Application(s) (Exhibit 2) in e-snaps. Renewal applicants must also submit their completed Project Performance Reports including any clarifications and responses to the supplemental narrative, as well as supporting documentation. New applicants must also submit their completed supplemental narrative. Applicants that are consolidating two or more renewal grants must submit Project Performance Reports and Project Applications for the individual grants by the date listed above.

Additional details and instructions about the application process are contained in the following documents: Highlights of the 2021 Continuum of Care NOFO, Availability of Funding for New Projects, and Information for Renewal Applicants, which are posted online at HSA's 2021 NOFO website at https://hsa.smcgov.org/continuum-care-nofanofo

d. Review, Ranking and Tiering Process

- HSA will convene an unbiased and non-conflicted Review Panel composed of representatives from neutral (non-applicant) organizations. The Panel may include staff from the County of San Mateo, cities and towns within the County, funders and non-profit housing and social services organizations.

- The Review Panel will meet on or about October 19, 2021, to determine final ranking of the projects.

- Prior to the meeting, the HSA staff will calculate the preliminary score for all renewal applicants using the objective Scoring Factors in **Attachment B**. The preliminary scores will be distributed to the Review Panel prior to or at the meeting.

- Prior to the meeting, the Review Panel will receive copies of all new project applications for review and scoring. New project applications will be scored using the scoring factors in **Attachment C.** The Review Panel may request amendments to a new project application including a reduction or expansion of funding requested. This can include asking an applicant to add re-allocated funds from another project to their new project request. The panel may also request that a new project adjust their service model or otherwise change their proposal in order to make it more competitive for bonus funding or to secure points for the overall CoC application.

- In the absence of new applications, or if new applications are deemed materially deficient or non-competitive, the Review Panel reserves the right to invite a new application from an existing grantee, which could be either an entirely new project or an expansion of an existing high-performing project. This applies regardless of the source of the funds (re-allocation, permanent housing bonus, DV bonus, etc.) and is intended to capitalize on the available NOFO funding by advancing highly competitive applications in order to try to maximize the total CoC funds awarded to projects in San Mateo County.

- The Review Panel is committed to ensuring the CoC puts forward the most competitive submissions possible both as the collaborative applicant and through individual project applications. It is with this goal in mind that the Review Panel may recommend changes to renewal projects, including partial reallocation of funding (see Attachment D).

- At the meeting, the Review Panel will determine the final order of ranking of projects in accordance with the Ranking and Tiering Policy in **Attachment D**. Projects expanded at the behest of the Review Panel will be ranked based on existing project performance and tiered in accordance with the ranking policy for new projects.

- All applicants will be notified on or about October 22, 2021, whether their project is being included in the application as well as their rank on the Project Priority listing.

- Applicants may appeal decisions of the Steering Committee in accordance with the policy outlined in **Attachment E**. Appeal request must be submitted in writing to HSA by October 27, 2021.

- The final project rankings, including results of any appeals (see below), will be brought to the Continuum of Care Steering Committee for approval on or about November 8, 2021.

- After submission of the CoC Application to HUD, any applicant may submit a written request to HSA for technical feedback as it relates to the strength of the proposal. Feedback requests may be submitted through December 31, 2021.

ATTACHMENT A
Performance Standards Revised July 2018

	Measures	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Re-Housing
1	**a) Exit to Permanent Housing** Percent of all leavers who exited to a permanent destination	30% (S)/ 50% (F)	85%	NA	85%
	b) Exit to Permanent Housing or Retained Permanent Housing Percent of participants who retained housing and all leavers who exited to a permanent destination	NA	NA	85%	NA
2	**Length of Stay** Average length of stay for program participants	Less than: 30 days	Less than: 120 days	NA	NA
3	**Returns to Homelessness** Percent of all participants who return to homelessness within one year after exiting to permanent housing	Less than: 20% (S)/ 2% (F)	Less than: 11% (S)/ 1% (F)	NA	Less than 15%
4	**Increased Employment Income** Percent of adult leavers who exited and stayers (who stayed for 12 months or more) with increased employment income	10%	15%	NA	15%
5	**Increased Non-Employment Income** Percent of adult leavers who exited and stayers (who stayed for 12 months or more) with increased non-employment income	10%	15%	10%	15%
6	**Utilization Rate** Average daily bed/unit/ or program slot utilization	95%	90%	90%	NA
7	**CoC Grant Spending** Percentage of CoC award spent in most recently completed year	95%	95%	90%	90%
8	**HMIS Data Quality** Percentage of null/missing and don't know/refused values *does not include SSN	Less than 5%	Less than 5%	Less than 5%	Less than 5%

Legend: (S) = singles, (F) = families

ATTACHMENT B
SCORING FACTORS FOR RENEWAL PROJECTS

The scoring system for renewal projects is based on objective criteria, including a consideration of past performance as demonstrated by the project APR, HMIS data, budget data, CoC Project Applications and supplemental project narratives. The scoring system also takes into consideration the severity of needs and vulnerabilities experienced by program participants, and the extent to which projects are aligned with Housing First principals (low barriers to participation, no service participation requirements or preconditions).

Projects applying for consolidation will each be scored and ranked separately, as per HUD requirements.

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
1	1a. Exits to Permanent Housing (up to 15 pts)	Exceeds standard by more than 10% = 15 points Meets standard or exceeds by up to 10% = 9 points Within 10% of standard = 6 points More than 10% below standard = 0 points		Not Applicable
	1b. Exits to Permanent Housing/Retain Housing (up to 17 pts)	Not Applicable		Exceeds standard by more than 10% = 17 points Meets standard or exceeds by up to 10% = 12 points Within 10% of standard = 8 points More than 10% below standard = 0 points
2	Length of Stay (up to 6 pts)	Exceeds standard by more than 10% = 6 points Meets standard or exceeds by 10% = 4 points Within 10% of standard = 2 points	Not Applicable	
3	Returns to Homelessness (up to 4 pts)	Achieves standard = 4 points		Not Applicable
4	Increased Employment Income (up to 5 pts)	Exceeds standard by more than 5% = 5 points Meets standard or exceeds by up to 5% = 4 points Within 5% of standard = 2 points More than 5% below standard = 0 points		Not Applicable

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
5	Increased Non-Employment Income (up to 7 pts)	Exceeds standard by more than 5% = 7 points Meets standard or exceeds by up to 5% = 4 points Within 5% of standard = 2 points More than 5% below standard = 0 points		
6	Utilization Rate (up to 6 pts)	Meets standard or exceeds = 6 points Within 5% of standard = 2 points More than 5% below standard = 0 points	Not Applicable	Meets standard or exceeds = 6 points Within 5% of standard = 2 points More than 5% below standard = 0 points
7	CoC Grant Spending (up to 6 pts)	Meets standard or exceeds = 6 points Within 5% of standard = 3 points More than 5% below standard = 0 points		
8	HMIS Data Quality (up to 12 pts)	All Data Elements Less Than 5% Missing/Don't Know = 12 points 1-2 Data Elements More Than 5% Missing/Don't Know = 6 points More Than 2 Data Elements More Than 5% Missing/Don't Know = 0 points		
9	Housing First (up to 16 points)	Does the project ensure participants are not screened out based on the following criteria? A) Having too little or no income B) Active or history of substance abuse C) Having a criminal record with exceptions for state-mandated restrictions D) History of domestic violence If yes, then 0.5 points for each (possible total of 2 points). Does the project ensure that participants are not terminated from the program for the following reasons? A) Failure to participate in supportive services B) Failure to make progress on a service plan C) Loss of income or failure to improve income D) Being a victim of domestic violence If yes, then 0.5 points for each (possible total of 2 points). Does the project have these Housing First approaches documented in project manual or other project documentation? If yes, then 1.5 points for each approach documented in submitted documents (up to 12 points).		

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
10	Promoting Racial Equity (up to 6 points)	Has the project provider identified any barriers to participation faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and has or will take steps to eliminate identified barriers? Project has taken steps to identify whether there are barriers = 3 points Project has taken steps to address identified barriers or, if no barriers have been identified, to ensure the project promotes racial equity = 3 points Project has not taken any steps to identify or address barriers = 0 points		
11	Documentation of Referral/ Enrollment Process (up to 6 pts)	Does the project have policies and procedures for accepting and enrolling referrals from CES? Does the project have clear protocols for why referrals may be denied and for what reason? Does the project have these policies and procedures documented in project manual or other project documentation? Project has policies and procedures documented, including protocols for why referrals may be denied = 6 points Project has policies and procedures documented = 3 points Project does not have policies and procedures documented = 0 points		
12	Grants Monitoring/ Compliance (up to 4 pts)	a) Project submitted APR on time= 1 point If not = 0 points b) Project had sufficient LOCCS drawdown frequency for executed contracts (at least quarterly) = 1 point If not = 0 points c) Project did not return funds to HUD = 2 point If returned funds = 0 points d) Project serves CoC-eligible participants (as demonstrated in written policies/procedures on eligibility, screening and admission) = 1 point If not = 0 points e) Serious unresolved compliance finding from HUD would result in up to 8 points subtracted from project's score		
13	Cost Effectiveness for PH exits or PSH units (up to 7 points)	Cost per exit to permanent housing is reasonable for project type = 7 points Cost per exit to permanent housing is not reasonable for project type = 3 points		Cost per unit served is reasonable for project type = 7 points Cost per unit served is not reasonable for project type = 3points

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
14	Policy Priorities (up to 13 points)	Not Applicable	Rapid Re-Housing = 12 points	Permanent Supportive Housing = 13 points
Maximum Score		100	100	100

In addition, in FY 2021, Project Applicants will be asked to provide non-scored narratives on two topics that relate to HUD policy priorities described in the NOFO:

- How the organization and project or program involves 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.
- How the project or program ensures that participants receive needed health and behavioral health services, including connections with providers of healthcare services.

These two items may become scored criteria in future competitions.

Methodology for Renewal Scoring Factors:

Factor 1 through 8 (Project Performance Standards): Data will be extracted from APR/Clarity/Looker/HUD Applications for each project for the period May 1, 2020 to April 30, 2021 to calculate these performance measures.

Factor 9: (Housing First): This will be based on how the applicant responds to the Questions on Section 3B of the Project Application relating to Housing First, entry barriers, and service participation requirements. In addition, these items will be scored based on the project's documented program manual.   The projects with written policies that clearly document low barriers and no service participation requirements will receive higher scores.

Factor 10: (Promoting Racial Equity). This will be scored based on the narrative response provided in the Project Performance Report.

Factor 11: (Documentation of Referral/Enrollment Process): This factor considers whether the project has policies and procedures for accepting and enrolling referrals from CES as well as if there are clear protocols for why referrals may be denied and for what reason. Scores will be based on the projects documented policies and procedures. The projects with comprehensive written policies and procedures will receive higher scores.

Factor 12: (Grants Monitoring/Compliance): Applicants will be scored based on their responses to the questions in Section 2B of the Project Application, to include: whether they submitted APR reports on time, have made sufficient LOCCS drawdowns, or have had any unspent grant funds returned to HUD. Applicants will be asked to submit their eligibility and screening policy/procedures to assess whether projects serve CoC-eligible populations. In addition, projects will lose points for having serious unresolved compliance findings from HUD.

Factor 13: (Cost Effectiveness): For TH and RRH projects, the measure will be calculated by dividing the total program budget by the number of households who exited to permanent housing. For PSH projects, the measure will be calculated by dividing total budget (as submitted by program) by the number of units/households in the project to arrive at an average cost per unit.

Factor 14: (Policy Priorities): This factor provides additional points for permanent housing projects (PSH and RRH).

DedicatedPLUS projects will not receive points for serving chronically homeless individuals because they do not only serve chronically homeless individuals.

DV projects operated by victim services providers will be rated and ranked using the same methodology as all other projects. DV providers will extract performance data from their HMIS compatible database to complete the project performance report.

ATTACHMENT C
SCORING FACTORS FOR NEW PROJECTS:
Re-Allocation, Bonus and DV Bonus Projects

Rating Factor	Score Range
1. HUD System Performance Objectives: The project articulates how it will advance the system performance objectives set forth by HUD: • Reduce new entries into homelessness • Reduce the length of time people are homeless • Reduce returns to homelessness • Increase participant income	0-5
2. Targeting and Outreach • Project targets an eligible population • 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 • There is a strong outreach plan specifically designed to identify and engage people in the target population and ensure they can access the program	0-10
3. Appropriateness of Housing • Type, scale, and location of the housing fit the needs of the program participants • Participants are assisted to secure housing as quickly as possible • Programs and activities are offered in a setting that enables homeless people with disabilities to fully interact with others without disabilities possible	0-5
4. Housing First Model • 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 • Project prioritizes rapid placement and stabilization in permanent housing • 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	0-15
5. Service Plan • For RRH projects, project meets National Alliance to End Homelessness (NAEH) RRH standards • Type, scale, location of the supportive services fit the needs of the program participants and are readily accessible. This includes services funded by the CoC grant and other project funding sources • For PSH projects, there are sufficient services to ensure participants are successfully supported to access and sustain housing. • 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	0-25

Rating Factor	Score Range
• There is a specific plan to ensure participants are assisted to secure services from the healthcare system. • There is a specific plan to ensure participants are assisted to obtain and remain in permanent housing in a manner that fits their needs • There is a specific plan to ensure participants are assisted to increase their incomes and live independently • 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 • Applicant has demonstrated how they will conduct ongoing assessment to ensure the project is promoting racial equity and 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. • 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. • For DV bonus project applicants: services are tailored to meet the needs of survivors of domestic violence, dating violence, sexual assault, or stalking who experienced homelessness	
6. Timing • 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	0-10
7. Applicant Capacity • Recent relevant experience in providing housing to people experiencing homelessness • Recent data submitted demonstrates strong performance for relevant services and/or housing provided • 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) • Organization has track record of involving people with lived experience of homelessness • Organizational and finance capacity to track funds and meet all HUD reporting and fiscal requirements • If application has sub recipients, applicant organizations have experience working together • Any outstanding monitoring or audit issues or issues are explained • For DV bonus project applicants: experience serving survivors of domestic violence, dating violence, sexual assault, or stalking, and ability to house survivors and meet safety outcomes.	0-10
8. Financial Feasibility and Effectiveness • Costs appear reasonable and adequate to support proposed program	0-10

Rating Factor	Score Range
• Match requirement is met • Additional resources leveraged	
9. Project Type Prioritization • TH/RRH - 0 points • Supportive Services Only (SSO) Projects for Coordinated Entry for survivors of Domestic Violence - 0 points • Transition projects that create a new TH/RRH project through re-allocation- 3 points • PSH/DedicatedPLUS - 3 points • RRH – 5 points • PSH Dedicated to Chronically Homeless People – 10 points	0-10
TOTAL	**100**
BONUS POINTS	
In the FY 2021 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 and health care organizations. To align with this HUD priority, bonus points will be awarded to new PSH or RRH projects with the following features:	
Bonus A: 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.	5
Bonus B: Project utilizes healthcare resources (including behavioral health) to help individuals and families experiencing homelessness. Sources of healthcare resources may include: direct contributions from a public or private health insurance provider to the project; or provision of healthcare services by a private or public organization tailored to the participants of the project. Eligibility for the project may not be restricted by the eligibility requirements of the health care service provider.	5
To receive bonus points, applications must provide written documentation of commitment of resources from the housing or healthcare provider.	
Maximum Total Bonus Points	**10**
Maximum Project Total	**110**

ATTACHMENT D
RANKING AND TIERING POLICIES

1. Ranking Policy

In determining the rank order of projects, the Review Panel will adhere to the following policies:

a. Projects will be ordered in accordance with their scores as set forth in Attachment B (for renewal projects) and Attachment C (for new projects).

b. Projects falling into Tier 1 will be submitted on the Project Priority list in the order in which they are ranked

c. Projects falling into Tier 2 will be ranked according to the policies set forth below in Section 3 and 4.

d. The following project types will not receive scores:
   - Renewal projects that do not have any performance data (because they were only recently awarded) will be placed at the bottom of Tier 1 or into Tier 2, at the discretion of the Review Panel.
   - Any dedicated HMIS or Coordinated Entry projects will not receive scores. As critical infrastructure for the CoC, dedicated HMIS and/or Coordinated Entry projects will be placed at the bottom of Tier 1.

2. Tier Two Project Scoring as Established in the HUD NOFO

In this year's NOFO, HUD has set forth a scoring system for Tier 2 Projects:
   a. CoC Score – up to 50 points in direct proportion to the score received on the CoC application
   b. CoC Project Ranking – Up to 40 points based on how each project is ranked within Tier 2, with those closer to the top of the list receiving more points
   c. Commitment to Housing First – projects that demonstrate low barriers to entry and prioritize rapid placement and stabilization in permanent housing, up to 10 points.

All projects in Tier 2 will compete nationally for funding based on this scoring system. Projects lower on the list are less likely to be funded.

3. San Mateo County Tier 2 Policy
Once the rank order of projects has been determined (see Section 1), any projects falling into Tier 2 will be candidates for re-allocation to create new projects. The Review Panel will make

a recommendation as to whether to re-allocate Tier 2 projects or leave them in their rank order.

4. Re-Allocation Policy

In addition to the above, the Review Panel will examine the spending history of ALL renewal projects to determine if any grants should be reduced. Any grants that have significant under spending will be candidates to have their grant amount reduced. Funds captured from grants that are reduced will be used to fund new permanent housing or rapid-re-housing project(s), which can be placed either in Tier 1 or Tier 2, or HMIS or Coordinated Entry projects, which are placed at the bottom of Tier 1.

Renewal applicants may apply to create a Transition Project by voluntarily re-allocating one or more of their grants and creating a new grant of a different project type (PSH, RRH, TH/RRH). The new project will be ranked and scored according to the policies outlined in this document. There is no guarantee that Transition projects will be included in the Project Priority list submitted to HUD, and if they are, there is no guarantee that they would be placed in Tier 1.

Renewal applicants may choose to voluntarily re-allocate a portion of an existing grant to create a new re-allocation project, but these will not be considered Transition Grants by HUD. There is no guarantee the re-allocation project will be included in the Project Priority list submitted to HUD, and if they are, will be placed into Tier 1. The new project will be ranked according to the policies outline in this document.

5. Policy on Adjustments to New Projects

The Review Panel may request amendments to a new project application including a reduction or expansion of funding requested. The Panel may ask a project requesting bonus funds to expand their budget to incorporate re-allocated funds. Projects may also be asked to reduce their budget so that more new projects can be placed onto the Priority List. The panel may also request that a new project adjust their service model or otherwise change their proposal in order to make it more competitive for bonus funding or to secure points for the overall CoC application.

In the absence of new applications, or if new applications are deemed materially deficient or non-competitive, the Review Panel reserves the right to invite a new application from an existing grantee, which could be either an entirely new project or an expansion of an existing high-performing project. This applies regardless of the source of the funds (re-allocation, permanent housing bonus, DV bonus, etc.) and is intended to capitalize on the available NOFO funding by advancing highly competitive applications and positioning the CoC to receive the

maximum amount of HUD funding possible.

6. Final Project Priority List

After following the process described above, the Review Panel may elect to adjust the order of projects if doing so will advance the goals of ensuring a more competitive overall funding application and maximizing our CoC's ability to fund eligible renewals and new projects. These adjustments are limited to the following:

- Adjustments to address any issues that arise from projects straddling the Tier 1 and Tier 2 line, in accordance with the policy outlined in the HUD NOFO.
- Ranking of bonus project(s).
- Ranking of DV bonus project(s).
- Ranking of renewal projects that do not yet have any performance data.

Adjustments to rank order will **not** be made to protect low-performing renewal projects from re-allocation or placement in Tier 2. Tier 2 projects remain at risk; therefore, it will be to the Review Panel's discretion to rank projects within Tier 2 strategically and competitively (i.e., if projects score similarly, the Review Panel may determine to rank a project that with capacity to serve a greater number of households higher than a project with lower capacity).

ATTACHMENT E
LOCAL APPEALS PROCESS AND APPEALS FORM

Local Appeals Process
The opportunity to appeal an adverse decision is considered an integral part of a transparent and standardized process. The San Mateo County CoC provides applicants seeking HUD CoC funding an appeal opportunity, through a review conducted by an independent committee, with the intention of ensuring the fairness of Rating and Ranking determinations.

Entities Eligible to Appeal
Appeals are available to any projects in San Mateo County that submitted a new or renewed application to the local CoC NOFO competition.

Grounds for Appeal
Appeals to the Project Priority listing are limited to misapplication of local published rating and ranking polices or HUD policies. Appeals based on disagreements with the correct application of the process will not be considered. Specific grounds for appeal are limited to:

1. Verifiable conflicts of interests seen during the rating and ranking process
2. Misapplication of published rating and ranking rules and policies by HSA staff, CoC Review Panel, or CoC Steering Committee
3. Violation of rating and ranking policies put forth by HUD
4. Technical error in calculation of score

Errors made and submitted by the project applicant will not qualify or be considered in the appeals process. Appeals will only be based on information submitted by the original application due date. New or additional information not included in the original application will not be considered as part of the appeals process. A project may not appeal based on omitted information that was not included as part of the original application. Appeals that are specifically to contest the recommendations on the Project Priority List will not be considered.

Process and Deadline to Appeal
Projects must submit their appeal in writing no later than October 27, 2021. The appeals process entails:

1. Project to complete and sign an appeal form, attached at the end of this document, and return the signed form to HSA_Homeless_Programs@smcgov.org. Appellants may attach supplemental documents to the form.
2. The form shall be reviewed by HSA and Focus Strategies staff to ensure valid grounds for appeals.

3. The Appeals will be heard by a panel of three non-conflicted members of the CoC Steering Committee, a CoC subcommittee, staff from an organization involved with the community's homelessness response system, or a community member. Appeals Committee members must be individuals who did not serve on the Review Panel.
4. Appellants will not be invited to the panel meeting, all information pertaining to an appeal should be communicated via the appeal form in step 1.
5. The Steering Committee or CoC subcommittee will deliberate, and a decision will be made based on a simple majority.
6. All decisions made the Appeals Panel will be final.
7. If the appeal is successful, the finding of the Appeal Panel will go back to the Review Panel to make needed changes or adjustments to the Project Priority List.
8. The appellant will be notified by HSA staff of the result of their appeal (either successful or unsuccessful) and if any changes to the Project Priority List was made.
   a. If a successful appeal impacts other projects on the Project Priority List, all re-ordered projects under the project in question will be notified of their impacted ranking as well (including the possibility of a project moving from Tier 1 to Tier 2 as the result of a successful appeal).

All agencies/applicants who wish to appeal further to HUD must utilize the process listed within section X of the 2021 CoC NOFO and described at 24 CFR 578.35.

2021 San Mateo County CoC NOFO Local Process: Appeals Form

Instructions:
Please complete all sections of the form. You may attach supplemental materials as relevant to support your appeal. You may use as much space as needed for the narrative portions of the form.

Name of Agency: _____

Name of Project: _____

Program/Project Address: _____

Program/Project Contact Email: _____

Project Classification: □ New   □ Renewal

1. Grounds for Appeal

   □ Verifiable conflicts of interests seen during the rating and ranking process
   □   Misapplication of published rating and ranking rules and policies by HSA staff, CoC Review Panel, or CoC Steering Committee
   □ Violation of rating and ranking policies put forth by HUD
   □ Technical error in calculation of score
   □ Other (specify):

Explanation:
_____
_____

2. Grounds for Appeal

   □ Verifiable conflicts of interests seen during the rating and ranking process
   □ Misapplication of published rating and ranking rules and policies by HSA staff, CoC Review Panel, or CoC Steering Committee
   □ Violation of rating and ranking policies put forth by HUD
   □ Technical error in calculation of score
   □ Other (specify):

Explanation:
_____
_____

Name of Person Authorized to Appeal on Behalf of Project: _____

Signature: _____   Date: _____

Section 4: Screen shot of due date for project applications (new and renewal) documenting that the local submission deadline was at least 30 days prior to November 16, 2021.

Continuum of Care NOFA/NOFO

2021 Continuum of Care NOFO

2021 Continuum of Care NOFO (Notice of Funding Opportunity)

On August 18, 2021, the U.S. Department of Housing and Urban Development (HUD) published the Notice of Funding Opportunity (NOFO) for the Continuum of Care Homeless Assistance Program.

The NOFO can be accessed at: https://www.grants.gov/web/grants/search-grants.html?keywords=continuum%20of%20care

The NOFO establishes this year's funding criteria for the Continuum of Care (CoC) Homeless Assistance Programs (sometimes also referred to as the McKinney-Vento Homeless Assistance Act programs). A brief summary of highlights is provided in the document below.

The San Mateo County Human Services Agency, as the CoC Lead Agency, is in the process of developing the local competition timeline and application materials. Information is posted below, and this page will be updated with additional information soon. Please check back frequently for new information.

If you have any questions about the NOFO process, Please send any questions to Lody Saba (lsaba@smcgov.org), Kate Bristol (kate@focusstrategies.net), and Jessica Silverberg (jsilverberg@smcgov.org). Please send NOFO questions to all three in order to receive the most timely response possible.

Potential applicants meeting

September 15, 2021 at 9am on Zoom. This meeting is for any agency interested in learning about applying for new or renewal funding. The meeting will provide details on our local process and will include opportunities to ask questions. This meeting is open to anyone interested in learning more about this funding opportunity. Zoom meeting details are here:

https://smcgov.zoom.us/j/93331721889

NOFA information archive

2019 Continuum of Care NOFA (Notice of Funding Availability)
On July 3, 2019 the U.S.... View more »

2018 Continuum of Care NOFA (Notice of Funding Availability)
On June 20, 2018, the U.S.... View more »

2017 Continuum of Care NOFA (Notice of Funding Availability)
On July 14, 2017, the U.S.... View more »

2016 Continuum of Care NOFA (Notice of Funding Availability)
On June 29, 2016, the U.S.... View more »

2015 Continuum of Care NOFA (Notice of Funding Availability)
On September 18, 2015 the U.S.... View more »

New Project Applications

New project applications are due by October 6, 2021, at 5:00 pm to HSA_Homeless_Programs@smcgov.org. Information about the funding available and application process may be found in the document below titled Availability of New Project Funding 2021 CoC NOFO. The application template is available below, titled New Project Narrative Application Template 2021.

pdfAvailability of New Project Funding 2021 CoC NOFO.pdf195.1 KB

docxNew Project Narrative Application Template 2021.docx29.84 KB

Renewal Applications

Renewal project applications are due by October 6, 2021, at 5:00 pm to HSA_Homeless_Programs@smcgov.org. Information about the renewal process may be found in the document below titled Information for Renewal Applicants 2021 CoC NOFO. Guidance on completing the Renewal Application in E-snaps is provided in the document titled Tips for Completing the 2021 Renewal Application in E-snaps.

pdfInformation for Renewal Applicants 20121 CoC NOFO.pdf118.81 KB

pdfTips for Completing the 2021 Renewal Application in E-Snaps.pdf118.81 KB

2021 Project Review and Ranking Process

The Draft Project Review and Ranking Process for 2021 is also available below. This document will be finalized at the CoC Steering Committee meeting on September 10, 2021
https://smcgov.zoom.us/j/96585221302

pdf2021 Project Review and Ranking Process.pdf387.37 KB

For 2021 Highlights of the CoC NOFO click below

pdfHighlights of 2021 CoC NOFO 8-31-21.pdf126.85 KB

PROJECT REVIEW AND SELECTION PROCESS

Per HUD's Detailed Instructions, these attachments document the publicly posted written procedures our CoC used for Review and Ranking of project applications, evidence that these procedures were publicly posted, a copy of the one scored project application, and a list of the final project scores for all projects received (new and renewal).

Attachments include:

Section 1: Document outlining the CoC's rating and ranking process including process to review, assess, and score applications (2021 CoC Competition - Project Review and Ranking Process).

Section 2: Screen shot of the public posting of the 2021 CoC Competition – Project Review and Ranking Process.

Section 3: Emails announcing the public posting of the 2021 CoC Competition – Project Review and Ranking Process.

Section 4: Copy of scored renewal project application that includes the objective criteria and system performance criteria and their respective maximum point values and the actual points our CoC awarded to the project applicant. In our process, applicants complete a Project Performance Report. Information from the Performance Report and HMIS data is used to score each project. Each applicant then receives a Project Scorecard. A copy of one Project Performance Report and Score Card are attached.

Section 5: List of final project scores for all renewal and new projects.

Section 1: Document outlining the CoC's rating and ranking process including process to review, assess, and score applications (2021 CoC Competition - Project Review and Ranking Process)

2021 CoC Competition
PROJECT REVIEW AND RANKING PROCESS
Approved September 10, 2021

I. Background on the 2021 NOFO and Ranking Requirements

On August 18, 2021, the U.S. Department of Housing and Urban Development (HUD) published the *Notice of Funding Opportunity (NOFO) for the FY 2021 Continuum of Care Competition.*

- Funding is available for eligible renewal projects. Renewals must be rated and ranked into two tiers (see below).

- San Mateo County is eligible to request up to $684,255 for bonus permanent housing projects, which may include: (1) permanent supportive housing (PSH) serving people experiencing chronic homelessness; (2) rapid re-housing (RRH) projects serving homeless single adults or families with children and (3) joint transitional housing/rapid re-housing (TH/RRH) projects serving homeless single adults or families with children.

- San Mateo County may request funding to create one or more new DV bonus projects serving households who are survivors of domestic violence, dating violence, sexual assault or stalking. The maximum available to San Mateo County is $491,550. The following project types are eligible: (1) rapid re-housing (RRH), (2) joint transitional housing/rapid re-housing (TH/RRH). SSO Projects for Coordinated Entry (SSO-CE) to implement policies, procedures, and practices that equip the CoC's coordinated entry to better meet the needs of survivors of domestic violence, dating violence, sexual assault, or stalking may also be submitted; there is a cap of one submission per CoC for SSO-CE project applications.

- San Mateo County may also create new projects through the re-allocation of funds from lower performing existing grants. The availability of re-allocated funds will depend on the performance of currently funded projects and whether there are underperforming projects identified by the CoC Review Panel for reallocation. Re-allocated funds may be used for the same types of projects as the permanent housing bonus (described above) and may also be used by the CoC Lead Agency, San Mateo County Human Services Agency (HSA), for dedicated HMIS projects or Coordinated Entry projects.

- Organizations with multiple CoC projects of the same project type may apply to consolidate two or more (but no more than 10) grants into a single grant through the renewal process.

- Organizations with existing CoC projects may also apply to transition from one project component to another component using the re-allocation process.

The NOFO requires that each CoC conduct a transparent and objective process to review and rank all applications for renewal of existing projects and creation of new projects, including consideration of how projects promote racial equity. Ranking of renewal projects must demonstrate the use of established objective criteria, including performance data, to review project applications. Additionally, the CoC must place projects into Tier 1 and Tier 2, with projects in Tier 2 having to compete nationally for funding.

This document describes the San Mateo County CoC policies and process governing the review and ranking of projects in the 2020 competition, as well as the adopted policy for determining which projects are placed into Tier 2.

II. Rating and Ranking Process and Criteria

a. Adoption of Performance Standards

On July 12, 2013, the CoC Steering Committee adopted objective Project Performance Standards for all program types within the continuum (emergency shelter, short- and long-term transitional housing, permanent housing, rapid re-housing, services only with housing focus, and services only with employment focus). In June 2016 these standards were updated to align with HUD's System Performance Measures (published in 2014) and to reflect recent data on current performance of San Mateo County programs and performance targets recommended by Focus Strategies as part of their technical assistance work on HSA's Strategic Plan to End Homelessness.

In July 2018, the CoC Steering Committee voted to adjust the performance standard for HMIS data quality.

The Performance Standards as amended on July 13, 2018, are attached as **Attachment A**.

b. Solicitation of CoC Applications

On September 3, 2021, the CoC Lead Agency (HSA) released an announcement of available funding for both new and renewal CoC projects. An informational meeting for potential applicants (both new and renewal) is set to be convened on September 15, 2021. Funding announcements were distributed broadly via email to the provider community and were also posted to the HSA website. The announcements explain the process for submitting application, as well as the review criteria and process.

c. Application Process

- On or about September 17, 2021, renewal applicants will receive a Project Performance Report from HSA summarizing their progress in meeting the established performance standards using data from the Clarity HMIS system. This report provides each renewal project applicant the opportunity to provide any narrative explanation or clarification regarding why they did or did not meet any of the standards. This document also includes supplemental narrative questions. Again, this year, match letters will also undergo a technical review for adherence to HUD requirements.

- By October 6, 2021, at 5:00 pm, all applicants (new and renewal) must complete their Project Application(s) (Exhibit 2) in e-snaps. Renewal applicants must also submit their completed Project Performance Reports including any clarifications and responses to the supplemental narrative, as well as supporting documentation. New applicants must also submit their completed supplemental narrative. Applicants that are consolidating two or more renewal grants must submit Project Performance Reports and Project Applications for the individual grants by the date listed above.

Additional details and instructions about the application process are contained in the following documents: Highlights of the 2021 Continuum of Care NOFO, Availability of Funding for New Projects, and Information for Renewal Applicants, which are posted online at HSA's 2021 NOFO website at https://hsa.smcgov.org/continuum-care-nofanofo

d. Review, Ranking and Tiering Process

- HSA will convene an unbiased and non-conflicted Review Panel composed of representatives from neutral (non-applicant) organizations. The Panel may include staff from the County of San Mateo, cities and towns within the County, funders and non-profit housing and social services organizations.

- The Review Panel will meet on or about October 19, 2021, to determine final ranking of the projects.

- Prior to the meeting, the HSA staff will calculate the preliminary score for all renewal applicants using the objective Scoring Factors in **Attachment B**. The preliminary scores will be distributed to the Review Panel prior to or at the meeting.

- Prior to the meeting, the Review Panel will receive copies of all new project applications for review and scoring. New project applications will be scored using the scoring factors in **Attachment C.** The Review Panel may request amendments to a new project application including a reduction or expansion of funding requested. This can include asking an applicant to add re-allocated funds from another project to their new project request. The panel may also request that a new project adjust their service model or otherwise change their proposal in order to make it more competitive for bonus funding or to secure points for the overall CoC application.

- In the absence of new applications, or if new applications are deemed materially deficient or non-competitive, the Review Panel reserves the right to invite a new application from an existing grantee, which could be either an entirely new project or an expansion of an existing high-performing project. This applies regardless of the source of the funds (re-allocation, permanent housing bonus, DV bonus, etc.) and is intended to capitalize on the available NOFO funding by advancing highly competitive applications in order to try to maximize the total CoC funds awarded to projects in San Mateo County.

- The Review Panel is committed to ensuring the CoC puts forward the most competitive submissions possible both as the collaborative applicant and through individual project applications. It is with this goal in mind that the Review Panel may recommend changes to renewal projects, including partial reallocation of funding (see Attachment D).

- At the meeting, the Review Panel will determine the final order of ranking of projects in accordance with the Ranking and Tiering Policy in **Attachment D**. Projects expanded at the behest of the Review Panel will be ranked based on existing project performance and tiered in accordance with the ranking policy for new projects.

- All applicants will be notified on or about October 22, 2021, whether their project is being included in the application as well as their rank on the Project Priority listing.

- Applicants may appeal decisions of the Steering Committee in accordance with the policy outlined in **Attachment E**. Appeal request must be submitted in writing to HSA by October 27, 2021.

- The final project rankings, including results of any appeals (see below), will be brought to the Continuum of Care Steering Committee for approval on or about November 8, 2021.

- After submission of the CoC Application to HUD, any applicant may submit a written request to HSA for technical feedback as it relates to the strength of the proposal. Feedback requests may be submitted through December 31, 2021.

Measures	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Re-Housing
1 **a) Exit to Permanent Housing** Percent of all leavers who exited to a permanent destination	30% (S)/ 50% (F)	85%	NA	85%
b) Exit to Permanent Housing or Retained Permanent Housing Percent of participants who retained housing and all leavers who exited to a permanent destination	NA	NA	85%	NA
2 **Length of Stay** Average length of stay for program participants	Less than: 30 days	Less than: 120 days	NA	NA
3 **Returns to Homelessness** Percent of all participants who return to homelessness within one year after exiting to permanent housing	Less than: 20% (S)/ 2% (F)	Less than: 11% (S)/ 1% (F)	NA	Less than 15%
4 **Increased Employment Income** Percent of adult leavers who exited and stayers (who stayed for 12 months or more) with increased employment income	10%	15%	NA	15%
5 **Increased Non-Employment Income** Percent of adult leavers who exited and stayers (who stayed for 12 months or more) with increased non-employment income	10%	15%	10%	15%
6 **Utilization Rate** Average daily bed/unit/ or program slot utilization	95%	90%	90%	NA
7 **CoC Grant Spending** Percentage of CoC award spent in most recently completed year	95%	95%	90%	90%
8 **HMIS Data Quality** Percentage of null/missing and don't know/refused values *does not include SSN	Less than 5%	Less than 5%	Less than 5%	Less than 5%

Legend: (S) = singles, (F) = families

The scoring system for renewal projects is based on objective criteria, including a consideration of past performance as demonstrated by the project APR, HMIS data, budget data, CoC Project Applications and supplemental project narratives. The scoring system also takes into consideration the severity of needs and vulnerabilities experienced by program participants, and the extent to which projects are aligned with Housing First principals (low barriers to participation, no service participation requirements or preconditions).

Projects applying for consolidation will each be scored and ranked separately, as per HUD requirements.

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
1	1a. Exits to Permanent Housing (up to 15 pts)	Exceeds standard by more than 10% = 15 points Meets standard or exceeds by up to 10% = 9 points Within 10% of standard = 6 points More than 10% below standard = 0 points		Not Applicable
	1b. Exits to Permanent Housing/Retain Housing (up to 17 pts)	Not Applicable		Exceeds standard by more than 10% = 17 points Meets standard or exceeds by up to 10% = 12 points Within 10% of standard = 8 points More than 10% below standard = 0 points
2	Length of Stay (up to 6 pts)	Exceeds standard by more than 10% = 6 points Meets standard or exceeds by 10% = 4 points Within 10% of standard = 2 points	Not Applicable	
3	Returns to Homelessness (up to 4 pts)	Achieves standard = 4 points		Not Applicable
4	Increased Employment Income (up to 5 pts)	Exceeds standard by more than 5% = 5 points Meets standard or exceeds by up to 5% = 4 points Within 5% of standard = 2 points More than 5% below standard = 0 points		Not Applicable

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
5	Increased Non-Employment Income (up to 7 pts)	Exceeds standard by more than 5% = 7 points Meets standard or exceeds by up to 5% = 4 points Within 5% of standard = 2 points More than 5% below standard = 0 points		
6	Utilization Rate (up to 6 pts)	Meets standard or exceeds = 6 points Within 5% of standard = 2 points More than 5% below standard = 0 points	Not Applicable	Meets standard or exceeds = 6 points Within 5% of standard = 2 points More than 5% below standard = 0 points
7	CoC Grant Spending (up to 6 pts)	Meets standard or exceeds = 6 points Within 5% of standard = 3 points More than 5% below standard = 0 points		
8	HMIS Data Quality (up to 12 pts)	All Data Elements Less Than 5% Missing/Don't Know = 12 points 1-2 Data Elements More Than 5% Missing/Don't Know = 6 points More Than 2 Data Elements More Than 5% Missing/Don't Know = 0 points		
9	Housing First (up to 16 points)	Does the project ensure participants are not screened out based on the following criteria? A) Having too little or no income B) Active or history of substance abuse C) Having a criminal record with exceptions for state-mandated restrictions D) History of domestic violence If yes, then 0.5 points for each (possible total of 2 points). Does the project ensure that participants are not terminated from the program for the following reasons? A) Failure to participate in supportive services B) Failure to make progress on a service plan C) Loss of income or failure to improve income D) Being a victim of domestic violence If yes, then 0.5 points for each (possible total of 2 points). Does the project have these Housing First approaches documented in project manual or other project documentation? If yes, then 1.5 points for each approach documented in submitted documents (up to 12 points).		

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
10	Promoting Racial Equity (up to 6 points)	Has the project provider identified any barriers to participation faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and has or will take steps to eliminate identified barriers? Project has taken steps to identify whether there are barriers = 3 points Project has taken steps to address identified barriers or, if no barriers have been identified, to ensure the project promotes racial equity = 3 points Project has not taken any steps to identify or address barriers = 0 points		
11	Documentation of Referral/ Enrollment Process (up to 6 pts)	Does the project have policies and procedures for accepting and enrolling referrals from CES? Does the project have clear protocols for why referrals may be denied and for what reason? Does the project have these policies and procedures documented in project manual or other project documentation? Project has policies and procedures documented, including protocols for why referrals may be denied = 6 points Project has policies and procedures documented = 3 points Project does not have policies and procedures documented = 0 points		
12	Grants Monitoring/ Compliance (up to 4 pts)	a) Project submitted APR on time= 1 point If not = 0 points b) Project had sufficient LOCCS drawdown frequency for executed contracts (at least quarterly) = 1 point If not = 0 points c) Project did not return funds to HUD = 2 point If returned funds = 0 points d) Project serves CoC-eligible participants (as demonstrated in written policies/procedures on eligibility, screening and admission) = 1 point If not = 0 points e) Serious unresolved compliance finding from HUD would result in up to 8 points subtracted from project's score		
13	Cost Effectiveness for PH exits or PSH units (up to 7 points)	Cost per exit to permanent housing is reasonable for project type = 7 points Cost per exit to permanent housing is not reasonable for project type = 3 points		Cost per unit served is reasonable for project type = 7 points Cost per unit served is not reasonable for project type = 3points

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
14	Policy Priorities (up to 13 points)	Not Applicable	Rapid Re-Housing = 12 points	Permanent Supportive Housing = 13 points
Maximum Score		100	100	100

In addition, in FY 2021, Project Applicants will be asked to provide non-scored narratives on two topics that relate to HUD policy priorities described in the NOFO:

- How the organization and project or program involves 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.
- How the project or program ensures that participants receive needed health and behavioral health services, including connections with providers of healthcare services.

These two items may become scored criteria in future competitions.

Methodology for Renewal Scoring Factors:

Factor 1 through 8 (Project Performance Standards): Data will be extracted from APR/Clarity/Looker/HUD Applications for each project for the period May 1, 2020 to April 30, 2021 to calculate these performance measures.

Factor 9: (Housing First): This will be based on how the applicant responds to the Questions on Section 3B of the Project Application relating to Housing First, entry barriers, and service participation requirements. In addition, these items will be scored based on the project's documented program manual. The projects with written policies that clearly document low barriers and no service participation requirements will receive higher scores.

Factor 10: (Promoting Racial Equity). This will be scored based on the narrative response provided in the Project Performance Report.

Factor 11: (Documentation of Referral/Enrollment Process): This factor considers whether the project has policies and procedures for accepting and enrolling referrals from CES as well as if there are clear protocols for why referrals may be denied and for what reason. Scores will be based on the projects documented policies and procedures. The projects with comprehensive written policies and procedures will receive higher scores.

Factor 12: (Grants Monitoring/Compliance): Applicants will be scored based on their responses to the questions in Section 2B of the Project Application, to include: whether they submitted APR reports on time, have made sufficient LOCCS drawdowns, or have had any unspent grant funds returned to HUD. Applicants will be asked to submit their eligibility and screening policy/procedures to assess whether projects serve CoC-eligible populations. In addition, projects will lose points for having serious unresolved compliance findings from HUD.

Factor 13: (Cost Effectiveness): For TH and RRH projects, the measure will be calculated by dividing the total program budget by the number of households who exited to permanent housing. For PSH projects, the measure will be calculated by dividing total budget (as submitted by program) by the number of units/households in the project to arrive at an average cost per unit.

Factor 14: (Policy Priorities): This factor provides additional points for permanent housing projects (PSH and RRH).

DedicatedPLUS projects will not receive points for serving chronically homeless individuals because they do not only serve chronically homeless individuals.

DV projects operated by victim services providers will be rated and ranked using the same methodology as all other projects. DV providers will extract performance data from their HMIS compatible database to complete the project performance report.

Rating Factor	Score Range
1. HUD System Performance Objectives: The project articulates how it will advance the system performance objectives set forth by HUD: • Reduce new entries into homelessness • Reduce the length of time people are homeless • Reduce returns to homelessness • Increase participant income	0-5
2. Targeting and Outreach • Project targets an eligible population • 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 • There is a strong outreach plan specifically designed to identify and engage people in the target population and ensure they can access the program	0-10
3. Appropriateness of Housing • Type, scale, and location of the housing fit the needs of the program participants • Participants are assisted to secure housing as quickly as possible • Programs and activities are offered in a setting that enables homeless people with disabilities to fully interact with others without disabilities possible	0-5
4. Housing First Model • 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 • Project prioritizes rapid placement and stabilization in permanent housing • 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	0-15
5. Service Plan • For RRH projects, project meets National Alliance to End Homelessness (NAEH) RRH standards • Type, scale, location of the supportive services fit the needs of the program participants and are readily accessible. This includes services funded by the CoC grant and other project funding sources • For PSH projects, there are sufficient services to ensure participants are successfully supported to access and sustain housing. • 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	0-25

Rating Factor	Score Range
• There is a specific plan to ensure participants are assisted to secure services from the healthcare system. • There is a specific plan to ensure participants are assisted to obtain and remain in permanent housing in a manner that fits their needs • There is a specific plan to ensure participants are assisted to increase their incomes and live independently • 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 • Applicant has demonstrated how they will conduct ongoing assessment to ensure the project is promoting racial equity and 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. • 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. • For DV bonus project applicants: services are tailored to meet the needs of survivors of domestic violence, dating violence, sexual assault, or stalking who experienced homelessness	
6. Timing • 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	0-10
7. Applicant Capacity • Recent relevant experience in providing housing to people experiencing homelessness • Recent data submitted demonstrates strong performance for relevant services and/or housing provided • 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) • Organization has track record of involving people with lived experience of homelessness • Organizational and finance capacity to track funds and meet all HUD reporting and fiscal requirements • If application has sub recipients, applicant organizations have experience working together • Any outstanding monitoring or audit issues or issues are explained • For DV bonus project applicants: experience serving survivors of domestic violence, dating violence, sexual assault, or stalking, and ability to house survivors and meet safety outcomes.	0-10
8. Financial Feasibility and Effectiveness • Costs appear reasonable and adequate to support proposed program	0-10

Rating Factor	Score Range
• Match requirement is met • Additional resources leveraged	
9. Project Type Prioritization • TH/RRH - 0 points • Supportive Services Only (SSO) Projects for Coordinated Entry for survivors of Domestic Violence - 0 points • Transition projects that create a new TH/RRH project through re-allocation- 3 points • PSH/DedicatedPLUS - 3 points • RRH – 5 points • PSH Dedicated to Chronically Homeless People – 10 points	0-10
TOTAL	**100**
BONUS POINTS	
In the FY 2021 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 and health care organizations. To align with this HUD priority, bonus points will be awarded to new PSH or RRH projects with the following features:	
Bonus A: 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.	5
Bonus B: Project utilizes healthcare resources (including behavioral health) to help individuals and families experiencing homelessness. Sources of healthcare resources may include: direct contributions from a public or private health insurance provider to the project; or provision of healthcare services by a private or public organization tailored to the participants of the project. Eligibility for the project may not be restricted by the eligibility requirements of the health care service provider.	5
To receive bonus points, applications must provide written documentation of commitment of resources from the housing or healthcare provider.	
Maximum Total Bonus Points	**10**
Maximum Project Total	**110**

1. Ranking Policy

In determining the rank order of projects, the Review Panel will adhere to the following policies:

a. Projects will be ordered in accordance with their scores as set forth in Attachment B (for renewal projects) and Attachment C (for new projects).

b. Projects falling into <u>Tier 1</u> will be submitted on the Project Priority list in the order in which they are ranked

c. Projects falling into <u>Tier 2</u> will be ranked according to the policies set forth below in Section 3 and 4.

d. The following project types will not receive scores:
    - Renewal projects that do not have any performance data (because they were only recently awarded) will be placed at the bottom of Tier 1 or into Tier 2, at the discretion of the Review Panel.
    - Any dedicated HMIS or Coordinated Entry projects will not receive scores. As critical infrastructure for the CoC, dedicated HMIS and/or Coordinated Entry projects will be placed at the bottom of Tier 1.

2. Tier Two Project Scoring as Established in the HUD NOFO

In this year's NOFO, HUD has set forth a scoring system for Tier 2 Projects:
a. CoC Score – up to 50 points in direct proportion to the score received on the CoC application
b. CoC Project Ranking – Up to 40 points based on how each project is ranked within Tier 2, with those closer to the top of the list receiving more points
c. Commitment to Housing First – projects that demonstrate low barriers to entry and prioritize rapid placement and stabilization in permanent housing, up to 10 points.

All projects in Tier 2 will compete nationally for funding based on this scoring system. Projects lower on the list are less likely to be funded.

3. San Mateo County Tier 2 Policy
Once the rank order of projects has been determined (see Section 1), any projects falling into Tier 2 will be candidates for re-allocation to create new projects. The Review Panel will make

a recommendation as to whether to re-allocate Tier 2 projects or leave them in their rank order.

4.   Re-Allocation Policy

In addition to the above, the Review Panel will examine the spending history of ALL renewal projects to determine if any grants should be reduced. Any grants that have significant under spending will be candidates to have their grant amount reduced. Funds captured from grants that are reduced will be used to fund new permanent housing or rapid-re-housing project(s), which can be placed either in Tier 1 or Tier 2, or HMIS or Coordinated Entry projects, which are placed at the bottom of Tier 1.

Renewal applicants may apply to create a Transition Project by voluntarily re-allocating one or more of their grants and creating a new grant of a different project type (PSH, RRH, TH/RRH). The new project will be ranked and scored according to the policies outlined in this document. There is no guarantee that Transition projects will be included in the Project Priority list submitted to HUD, and if they are, there is no guarantee that they would be placed in Tier 1.

Renewal applicants may choose to voluntarily re-allocate a portion of an existing grant to create a new re-allocation project, but these will not be considered Transition Grants by HUD. There is no guarantee the re-allocation project will be included in the Project Priority list submitted to HUD, and if they are, will be placed into Tier 1. The new project will be ranked according to the policies outline in this document.

5.   Policy on Adjustments to New Projects

The Review Panel may request amendments to a new project application including a reduction or expansion of funding requested. The Panel may ask a project requesting bonus funds to expand their budget to incorporate re-allocated funds. Projects may also be asked to reduce their budget so that more new projects can be placed onto the Priority List. The panel may also request that a new project adjust their service model or otherwise change their proposal in order to make it more competitive for bonus funding or to secure points for the overall CoC application.

In the absence of new applications, or if new applications are deemed materially deficient or non-competitive, the Review Panel reserves the right to invite a new application from an existing grantee, which could be either an entirely new project or an expansion of an existing high-performing project. This applies regardless of the source of the funds (re-allocation, permanent housing bonus, DV bonus, etc.) and is intended to capitalize on the available NOFO funding by advancing highly competitive applications and positioning the CoC to receive the

maximum amount of HUD funding possible.

6.   Final Project Priority List

After following the process described above, the Review Panel may elect to adjust the order of projects if doing so will advance the goals of ensuring a more competitive overall funding application and maximizing our CoC's ability to fund eligible renewals and new projects. These adjustments are limited to the following:

- Adjustments to address any issues that arise from projects straddling the Tier 1 and Tier 2 line, in accordance with the policy outlined in the HUD NOFO.
- Ranking of bonus project(s).
- Ranking of DV bonus project(s).
- Ranking of renewal projects that do not yet have any performance data.

Adjustments to rank order will **not** be made to protect low-performing renewal projects from re-allocation or placement in Tier 2. Tier 2 projects remain at risk; therefore, it will be to the Review Panel's discretion to rank projects within Tier 2 strategically and competitively (i.e., if projects score similarly, the Review Panel may determine to rank a project that with capacity to serve a greater number of households higher than a project with lower capacity).

Section 2: Screen shot of the public posting of the 2021 CoC Competition – Project Review and Ranking Process

Renewal Applications

Renewal project applications are due by October 6, 2021, at 5:00 pm to
HSA_Homeless_Programs@smcgov.org. Information about the renewal process may be found in the
document below titled Information for Renewal Applicants 2021 CoC NOFO. Guidance on
completing the Renewal Application in E-snaps is provided in the document titled Tips for
Completing the 2021 Renewal Application in E-snaps.

pdfInformation for Renewal Applicants 20121 CoC NOFO.pdf118.81 KB

pdfTips for Completing the 2021 Renewal Application in E-Snaps.pdf118.81 KB

2021 Project Review and Ranking Process

The Project Review and Ranking Process for 2021 is also available below. This document was
approved by the CoC Steering Committee meeting on September 10, 2021

pdf2021 Project Review and Ranking Process Final 091021.pdf316.31 KB

For 2021 Highlights of the CoC NOFO click below

pdfHighlights of 2021 CoC NOFO 8-31-21.pdf126.85 KB

Share your Feedback

COVID-19 Info

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9/14/2021

65°F

Section 3: Email announcing the public posting of the 2021 CoC Competition – Project Review and Ranking Process

Linda Ly

Subject: FW: 2021 Project Review and Ranking Process Final posted
Attachments: 2021 Project Review and Ranking Process Final 091021.pdf

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Hi CoC Steering and Stakeholders

Please find attached the FINAL 2021 Project Review and Ranking Process. You can also find it on the CoC NOFO page at link below.

https://hsa.smcgov.org/continuum-care-nofanofo

Tammie

Tammie Sweetser
** WFH Monday and everyother Friday, in office Tues-Thurs
Assistant to Selina Toy Lee, Director of Collaborative Community Outcomes
(Center on Homelessness, Children's Fund, Emergency Response & Veterans Services)

San Mateo County
Human Services Agency
1 Davis Drive
Belmont, CA 94002
Phone (650) 802-5116
Pony: HSA 400
E-mail: tsweetser@smcgov.org
Web Site: http://hsa.smcgov.org/

Section 4: Copy of scored renewal project application that includes the objective criteria and system performance criteria and their respective maximum point values and the actual points our CoC awarded to the project applicant. In our process, applicants complete a Project Performance Report. Information from the Performance Report and HMIS data is used to score each project. Each applicant then receives a Project Scorecard. A copy of one Project Performance Report and Score Card are attached.

Section A: General Information	
Reporting Period	May 1, 2020 – April 30, 2021
Grantee Name	███████
Project Name	████████████
Project Type	TH
Number of Beds	27
Number of Units	9

Section B: Project Description (insert one paragraph from Project Application)
The ████████████████████████, located at 110 Locust Street in Redwood City, CA, provides interim housing for homeless families. The facility includes 27 beds in 9 furnished one-bedroom units for families, staff offices, and a children's playroom. The facility offers 24-hour access with 24/7 staffing. Families reside at ████████████ for up to 120 days with extensions possible.

Section C: Performance Measures

Measure 1a: Exit to Permanent Housing (TH & RRH)			
Applicable Clients (All Leavers)	Clients Accomplished	Percentage	CoC Standard
85	64	75%	85%
Standard Met	☐ Yes ☒ No		
Grantee Narrative	COVID-19 shelter-in-place orders were in effect in San Mateo County during this reporting period, and vaccines did not become widely available until the very end of the reporting period. The pandemic and the shelter-in-place restrictions made it much more difficult for families to look for housing, as some landlords were not showing available units during this time. In addition, employment opportunities were limited in some cases due to businesses shutting		

	down or providing limited services. Moreover, the lack of affordable housing and the extremely high cost of housing in San Mateo County continued to be significant barriers to program participants gaining permanent housing in this area.
	In some cases, although the families may have had income and secured a voucher, they did not have sufficient assets to secure the amount of funding necessary to obtain permanent housing; move-in costs: first, last, months' rent and security deposit; in other cases, they may not have had the education, training, or prior work experience that would indicate an ability to increase their income to the levels necessary to pay full rent once the subsidy ends.
	In addition, during this reporting period, two large families exited to unstable housing: one "abandoned the unit" and left without alerting staff, and the other family the "head of household" passed away. There were also a few families who transitioned to living with family or friends on a temporary basis, which they preferred to do during the pandemic, but these exits did not meet the HUD definition of exits to permanent housing.

Measure 1b: Exit to Permanent Housing/Retain Housing (PSH)			
Applicable Clients (All Leavers)	Clients Accomplished	Percentage	CoC Standard
N/A	N/A	N/A	N/A
Standard Met	☐ Yes ☐ No		
Grantee Narrative			

Measure 2: Length of Stay (TH)			
		LOS	CoC Standard
		158	120
Standard Met	☐ Yes ☒ No		
Grantee Narrative	As noted above, COVID-19 shelter-in-place orders were in effect during this reporting period. Due to this pandemic emergency, ██████ determined not to discharge any families into homelessness in order to protect both that family and the community from possible spread of COVID-19, even if they were indicating an unwillingness to work on program goals. Moreover, searching for housing and employment was much more difficult while the shelter-in-place orders were in effect. As a result, many families stayed much longer than average during this reporting period due to COVID-19 protocols.		

In addition during this period, there was limited deposit assistance available and there were longer lead times to process assistance requests because some County offices were closed or short-staffed during the pandemic. Additionally, families were receiving vouchers later in their stays and consequently, were not starting their housing searches until after the vouchers had been secured.

Although clients were staying longer on average than in previous years, longer client stays have generally led to higher stable housing outcomes because clients are able to connect to community resources, ongoing support, and education that will help them achieve and maintain stable housing.

Measure 3: Returns to Homelessness (TH & RRH)			
		Rate of Return	CoC Standard
		10%	Less than 11%
Standard Met	☒ Yes ☐ No		

Grantee Narrative	Once families exit our site-based shelters, ▮▮▮▮ provides continuing and ongoing support through a SMS text message system. We are pleased to have reduced our rate of return during this reporting period to below the CoC standard.

Measure 4: Increased Employment Income (TH & RRH)			
Applicable Clients (Adult Leavers)	Clients Accomplished	Percentage	CoC Standard
35	8	23%	15%
Standard Met	☒ Yes ☐ No		
Grantee Narrative			

Measure 5: Increased Non-Employment Income			
Applicable Clients (Adult Leavers)	Clients Accomplished	Percentage	CoC Standard
35	4	11%	15%
Standard Met	☐ Yes ☒ No		
Grantee Narrative	The performance rate on this measure is low because almost all families arriving at ▮▮▮▮▮▮ have already accessed all available safety net programs including CalFRESH, food stamps, TANF, and SSI/SSDI. Families are also now signed up to receive the new Child Tax Credit. In instances where families have not accessed safety net benefits, our staff act quickly to ascertain their eligibility and work to enroll the family.		

Measure 6: Utilization Rate (TH & PSH)			
		Percentage	CoC Standard
		94%	90%
Standard Met	☒ Yes ☐ No		
Grantee Narrative			

Measure 7: CoC Grant Spending (from most recently completed grant term)			
Total HUD Award	**Total Spent**	**Percentage**	**CoC Standard**
$133,750	$133,750	100%	95%
Standard Met	☒ Yes ☐ No		
Grantee Narrative	[none required]		

Measure 8: HMIS Data Quality			
Data Element	**Percentage of Missing/Null Values**	**HUD Standard**	**Standard Met**
Name	0%	Under 5%	☒ Yes ☐ No
Race	0%	Under 5%	☒ Yes ☐ No
Ethnicity	0%	Under 5%	☒ Yes ☐ No
Gender	0%	Under 5%	☒ Yes ☐ No
Veteran Status	0%	Under 5%	☒ Yes ☐ No
Disabling Condition	0%	Under 5%	☒ Yes ☐ No
Income and Sources at Start	0%	Under 5%	☒ Yes ☐ No
Income and Sources at exit/assessment	0%	Under 5%	☒ Yes ☐ No
Exit Destination	8.24%	Under 5%	☐ Yes ☒ No
Grantee Narrative	Several households exited the program without letting staff know where they were going, some after-hours and some on weekends. The staff enter "No Exit Interview Completed" in these cases and also indicate "Abandoned Unit" when there is no way of following up with the client.		

Measure 9: Housing First (from Project Application)	
Has the project enroll participants who have the following barriers?	
☒ Yes ☐ No	Having too little or little income?
☒ Yes ☐ No	Active or history of substance use?
☒ Yes ☐ No	Having a criminal record (except State mandated restrictions?)
☒ Yes ☐ No	History of victimization (e.g., domestic violence, sexual assault, childhood abuse?
Does the project prevent program participants termination from the project for the following reasons?	
☒ Yes ☐ No	Failure to participate in supportive services
☒ Yes ☐ No	Failure to make progress on a service plan
☒ Yes ☐ No	Loss of income or failure to improve income
☒ Yes ☐ No	Any other activity not covered in a lease agreement typically found for unrelated persons in the project's geographic area
Grantee Narrative	Housing First principles intentionally underpin the ▮▮▮▮▮▮ program model – a model without income, behavioral health, sobriety, domestic violence, criminality, and/or program progress/participation as barriers to project entry or reasons for project termination. Participants voluntarily develop a comprehensive plan with their Case Manager, and they are supported as they progress toward goals. Please see the attached Policy & Procedure Manual.

Required Attachment: Please attach a copy of your program policies and procedures that document: (1) criteria for admission and denial of admission; and (2) criteria or grounds for program termination.

Measure 10: Promoting Racial Equity
Please describe: **(1) How your project has identified any barriers to participation faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and** **(2) Steps you have taken to eliminate identified barriers. If no barriers have been identified, describe steps you have taken to ensure the project promotes racial equity.**
A 2019 Bay Area Council report found that Black and mixed-race/multi-ethnic individuals experience homelessness at more than four times the rate of other groups. To address these inequities, ▮▮▮▮▮▮ is undertaking a broad range of activities to ensure racial equity in our programs and outcomes. While we have not identified any barriers to families being served at the ▮▮▮▮▮▮▮▮▮▮▮ (because all families are referred to ▮▮▮▮ through the San Mateo County Coordinated Entry System), we continually evaluate our programs, services, and outcomes to determine whether individuals of color have experienced adverse impacts. Our department of "Impact, Learning and

Compliance" has a "Data for Equity" taskforce, looking for disparities in program services and outcomes. We have taken a leadership role in San Mateo County's Racial Equity Planning Committee, and we are partnering with Palo Alto University and external consultants to ensure that our agency and services have an equity and diversity focus. These initiatives have already borne fruit, for example, impacting how we utilize background checks for shelter applicants, and how we serve the LGBTQ+ community, among other considerations.

Measure 11: Documentation of Referral/Enrollment Process

Please describe your policies on accepting and enrolling referrals from CES and procedures or protocols for deciding whether a referral may be denied and how this decision is documented.

███████ receives all referrals from San Mateo County's Coordinated Entry System (CES). We accept referrals from CES with minimal or no additional screening. CES works to ensure that the individuals and/or households with the highest needs (assessment score) secure units in site-based shelter regardless of barrier, disabilities, or challenges.

Referrals may be denied by the Program Director when the Director determines that the client presents a risk to the safety or security of the community of clients at the facility or the facility itself (e.g., a history of predatory behavior towards demographics of clients currently residing at the shelter or a history of arson). If a client is denied before being enrolled in any ████████ program, ██████ communicates the action to the referring agency. ███████ documents the denial in files relevant to that site or program.

Required Attachment: Please attach a copy of your policies and procedures documenting: (1) policy on accepting and enrolling referrals from CES; (2) policies on criteria and process for denying a referral and how reasons for denial are documented.

Measure 12: Grants Monitoring/Compliance (from Project Application)		
☒ Yes	☐ No	Was the APR submitted on time for most recently completed grant term?
☒ Yes	☐ No	Were LOCSS drawdowns conducted at least quarterly for most recently completed grant term?

☐ Yes	☒ No	Did project return any funds to HUD in most recently completed grant term?
☒ Yes	☐ No	Does project served participants who are eligible under the CoC Interim Rule and applicable CoC NOFA? (1)
☐ Yes	☒ No	Are there unresolved HUD monitoring or OIG audit findings? (2)
Grantee Narrative	[none required]	

Required Attachments:

1) Please attach a copy of program policies and procedures that document eligibility criteria and establish that participants are eligible in accordance with HUD regulations (i.e. must meet applicable HUD homeless or chronic homeless definition)

2) If there are any serious unresolved HUD or OIG findings, please attach a copy of applicable correspondence.

Measure 13: Cost Effectiveness - Calculated using Exit to PH (from HMIS) or number of units (for PSH only) and project budget (provided in table below)		
Total Project Cost (Cell A from table below)	**Number of Units (for PSH) or Number of Exits to PH (for TH or RRH)**	**Cost Per Unit (for PSH) Cost Per PH Exit (for TH and RRH) Please complete**
358,678	64	5,604

Grantee Narrative	██████ believes that ███████████ is a cost-effective project, as cost per PH exit covers an array of critically needed expenses that help clients transition out of homelessness including:

- Sr. Director of Shelter Services – salary and fringe – this position oversees the entire project

- Program Director – salary and fringe – this position oversees the entire project and provides client services as needed

- Case Manager – salary and fringe – this position provides direct client services including intake, assessment, and intensive case management

- Children's Services Coordinator – salary and fringe – this position provides direct services to children including intake, assessment, and referral

	- Shelter Worker – salary and fringe – this position monitors on-site client activities to maintain a safe and supportive environment, assists with client move-in, and also assists with site upkeep
	- Allocation for electricity, gas, and water
	- Administrative allocation including accounting, HR, and other admin costs that ensure successful project delivery

Project Budget Table

Please complete the table below:

Column A: Indicate the total operating cost of your project in the most recently completed operating year (either calendar year 2020 or FY 2020-2021). The total cost should reflect actual expenses and include all project operating costs including overhead and administration attributable to the particular project. Please include all project expenses, not just the costs paid for by your HUD grant.

Columns B through G: Please enter the amount of funding received under each applicable category to pay for the operating costs entered in Column A.

Column H: Please enter the total revenue from all the sources lists (sum of cells B through G). *Total costs (A) and total revenue (H) should be the same. If they are different please provide a brief explanation.*

A	Total Annual Project Cost	$358,678
B	CoC Funding Amount	$133,750
C.	ESG Funding Amount	
D.	H.S.A. Funding Amount	
E.	Other local, State or Federal Gov. Funding	
F.	Private Funding	$224,928
G.	Other sources	
H	Total Project Revenue (Sum of B to G)	$358,678

Enter the figure from Cell A into the table above and calculate cost per PH exit or cost per unit (for PSH only). You may enter a narrative explanation.

Additional Narratives:
The follow two questions relate to new HUD policy priorities. Responses will not be scored. However, these topics may become scored items in future competitions.

Additional Narrative A: Involving People with Lived Experience
Please describe how your organization and project or program involves 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.

██████████ has a Lived Experience Action Board to help ensure that we include the voices of those with lived experience of homelessness in our program work. We believe our services and supportive programs can be most effective when they are informed by the experiences and insights of people with lived experience, and we are committed to incorporating these learnings into our program policies, operations, and strategies.

We recruit members for this board from our programs' target populations, and we plan to expand it from time to time to include current or former participants from different ██████████ programs. We also have staff and Board members with lived experience, and we rely on their insights in setting strategy. We are also continually open to input from current clients, both through our active collection of client feedback and through the client grievance process.

██████████ also believes that it is essential for our staff to be representative of the clients we serve; more than half our staff are people of color, and many are bilingual. We undertake affirmative efforts to employ former clients, as well as other individuals with lived experience of homelessness, poverty, substance use, and food insecurity.

Additional Narrative B: Connections with Healthcare Services and Systems
Please describe how your project or program ensures that participants receive needed health and behavioral health services, including connections with providers of healthcare services.

██████████ has a strong collaboration and referral network to ensure that all participants in our programs get appropriate medical and mental health referrals and are connected to qualified and available providers. ██████████ Case Managers conduct a comprehensive initial screening that reviews a participant's health and wellness status and needs. ██████████ offers on-site behavioral health services at all its shelter and housing sites, with services provided by student interns supervised by ██████████ clinical psychologists. We arrange for County- and community-based providers with mobile medical and dental vans to visit our shelters and other service sites regularly. If a client has a more acute substance use or mental health disorder, the Case Manager will make a referral to the San Mateo County Behavioral Health and Recovery Services (BHRS), a long-standing partner of ██████████ in

serving the homeless populations in San Mateo County. For primary care and other health conditions, ▮▮▮▮▮▮ has been the long-term contractor providing services under the San Mateo Medical Center's "Healthcare for the Homeless and Farmworkers" program. Under this program, ▮▮▮▮▮▮ staff work to ensure that both sheltered and unsheltered individuals and families experiencing homelessness are enrolled for all benefits and coverages they may be eligible for, and that they are then connected to a primary care provider who can more effectively manage those clients' health conditions.

SAN MATEO COUNTY CoC
RENEWAL PROJECT SCORECARD
2021

The San Mateo County CoC Project Review Panel is scheduled to meet on October 19, 2021 to review scores of all submitted renewal projects and determine the project priority list for this year's CoC competition. This scorecard summarizes the breakdown of the score for your project. For each factor, the scoring rubric and standard is summarized in the grey boxes and then the specific project results for your project are provided in the white boxes. The total project score and rank is provided at the end of the scorecard.

Section A: General Information	
Reporting Period	May 1, 2020 – April 30, 2021
Grantee Name	███████
Project Name	██████████████
Project Type	TH
Number of Beds/Units	N/A

Section B: Project Description (Unscored)

Section C: Performance Measures

Measure 1a: Exit to Permanent Housing (Up to 15 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Exceeds standard by more than 10% = 15 points Meets standard or exceeds by up to 10% = 9 points Within 10% of standard = 6 points More than 10% below standard = 0 points		*Not Applicable*
Applicable Clients (All Leavers)	**Clients Accomplished**	**Percentage**	**CoC Standard**
85	64	75%	*85%*
Score	6		

(PSH Only) Measure 1b: Exit to Permanent Housing (Up to 17 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Not Applicable		Exceeds standard by more than 10% = 17 points Meets standard or exceeds by up to 10% = 12 points Within 10% of standard = 8 points More than 10% below standard = 0 points
Applicable Clients (All Leavers)	**Clients Accomplished**	**Percentage**	**CoC Standard**
N/A	N/A	N/A	*N/A*
Score	N/A		

Measure 2: Length of Stay (Up to 6 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Exceeds standard by more than 10% = 6 points *Meets standard or exceeds by 10% = 4 points* *Within 10% of standard = 2 points* *Does not meet standard by more than 10% = 0 points*	*Not Applicable*	
LOS	**CoC Standard**	
158	*120*	
Score	0	

Measure 3: Returns to Homelessness (Up to 4 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Achieves standard = 4 points		*Not Applicable*
Rate of Return		**CoC Standard**
10%		*Less than 11%*
Score	4	

Measure 4: Increased Employment Income (Up to 5 pts)			
Transitional Housing	**Rapid Re-Housing**		**Permanent Supportive Housing**
Exceeds standard by more than 5% = 5 points *Meets standard or exceeds by up to 5% = 4 points* *Within 5% of standard = 2 points* *More than 5% below standard = 0 points*			*Not Applicable*
Applicable Clients (Adult Leavers/Stayers)	**Clients Accomplished**	**Percentage**	**CoC Standard**
35	8	23%	*15%*
Score	5		

Measure 5: Increased Non-Employment Income (Up to 7 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Exceeds standard by more than 5% = 7 points *Meets standard or exceeds by up to 5% = 4 points* *Within 5% of standard = 2 points* *More than 5% below standard = 0 points*		

Applicable Clients (Adult Leavers /Stayers)	**Clients Accomplished**	**Percentage**	**CoC Standard**
35	4	11%	*15%*
Score	**2**		

Measure 6: Utilization Rate (Up to 6 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Meets standard or exceeds = 6 points *Within 5% of standard = 2 points* *More than 5% below standard = 0 points*	*Not Applicable*	*Meets standard or exceeds = 6 points* *Within 5% of standard = 2 points* *More than 5% below standard = 0 points*

Percentage		**CoC Standard**
94%		*90%*
Score	**6**	

Measure 7: CoC Grant Spending (from most recently completed grant term) (Up to 6 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Meets standard or exceeds = 6 points *Within 5% of standard = 3 points* *More than 5% below standard = 0 points*		

Total HUD Award	**Total Spent**	**Percentage**	**CoC Standard**
$133,750	$133,750	100%	*95%*
Score	**6**		

Measure 8: HMIS Data Quality (Up to 12 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
All Data Elements Less Than 5% Missing/Don't Know = 12 points *1-2 Data Elements More Than 5% Missing/Don't Know = 6 points* *More Than 2 Data Elements More Than 5% Missing/Don't Know = 0 points*		

Data Element	**Percentage of Missing/Null Values**	**HUD Standard**	**Standard Met**
Name	0%	Under 5%	☒ Yes ☐ No
Race	0%	Under 5%	☒ Yes ☐ No

Ethnicity	0%	Under 5%	☒ Yes	☐ No
Gender	0%	Under 5%	☒ Yes	☐ No
Veteran Status	0%	Under 5%	☒ Yes	☐ No
Disabling Condition	0%	Under 5%	☒ Yes	☐ No
Income and Sources at Start	0%	Under 5%	☒ Yes	☐ No
Income and Sources at exit/assessment	0%	Under 5%	☒ Yes	☐ No
Exit Destination	8.24%	Under 5%	☐ Yes	☒ No
Score	**6**			

Measure 9: Housing First (from Project Application) (Up to 16 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**

.5 pt (total possible of 2 pts.) for not screening out based on:
  A.   *Having too little or no income*
  B.   *Active or history of substance abuse*
  C.   *Having a criminal record with exceptions for state-mandated restrictions*
  D.   *History of domestic violence*

.5 pt (total possible of 2 pts.) for ensuring that participants are not terminated from the program for:
  A.   *Failure to participate in supportive services*
  B.   *Failure to make progress on a service plan*
  C.   *Loss of income or failure to improve income*
  D.   *Being a victim of domestic violence*

1.5 pt (total possible of 12 pts.) Housing First approaches outlined above documented in project manual or other project documentation.

Screening Score	2
Termination Score	2
Written Doc. Score	7.5 - Listed housing first points reflected except policy that limits eligibility due to addiction disorder, participation in supportive services, and progress on service plan.
Total	**11.5**

Measure 10: Promoting Racial Equity (Up to 6 pts)
Has the project provider identified any barriers to participation faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and has or will take steps to eliminate identified barriers?

Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing
Project has taken steps to identify whether there are barriers = 3 points *Project has taken steps to address identified barriers or, if no barriers have been identified, to ensure the project promotes racial equity = 3 points* *Project has not taken any steps to identify or address barriers = 0 points*		

Score	6

Measure 11: Documentation of Referral/Enrollment Process (Up to 6 pts)
Does the project have policies and procedures for accepting and enrolling referrals from CES? Does the project have clear protocols for why referrals may be denied and for what reason? Does the project have these policies and procedures documented in project manual or other project documentation?

Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing
Project has policies and procedures documented, including protocols for why referrals may be denied = 6 points *Project has policies and procedures documented = 3 points* *Project does not have policies and procedures documented = 0 points*		

Score	6

Measure 12: Grants Monitoring/Compliance (from Project Application) (Up to 4 pts)
Timely submission of APR; Sufficient LOCCS drawdown frequency; Funds not recaptured; Serves CoC-eligible participants; Unresolved Compliance Finding (negative points)

Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing
a. *Project submitted APR on time= 1 point; If not = 0 points* b. *Project had sufficient LOCCS drawdown frequency for executed contracts (at least quarterly)= 1 point; If not = 0 points* c. *Project did not return funds to HUD = 1 point; If returned funds = 0 points* d. *Project serves CoC-eligible participants (as demonstrated in written policies/procedures on eligibility, screening and admission) = 1 point; If not = 0 points* e. *Serious unresolved compliance finding from HUD would result in up to 8 points subtracted from project's score*		

☒ Yes ☐ No	*Was the APR submitted on time for most recently completed grant term?*
☒ Yes ☐ No	*Were LOCSS drawdowns conducted at least quarterly for most recently completed grant term?*
☐ Yes ☒ No	*Did project return any funds to HUD in most recently completed grant term?*

☒ Yes ☐ No	*Does project serve participants who are eligible under the CoC Interim Rule and applicable CoC NOFA?*	
☐ Yes ☒ No	*Are there unresolved HUD monitoring or OIG audit findings?*	
Score	**4**	

Measure 13: Cost Effectiveness - Calculated using Exit to PH (from HMIS) or number of units (for PSH only) and project budget (provided in table below) (Up to 7 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Cost per exit to permanent housing is reasonable for project type = 7 points *Cost per exit to permanent housing is not reasonable for project type = 3 points*		*Cost per unit served is reasonable for project type = 7 points* *Cost per unit served is not reasonable for project type = 3points*
Total Project Cost (Cell A from table below)	**Number of Units (for PSH) or Number of Exits to PH (for TH or RRH)**	**Cost Per Unit (for PSH) Cost Per PH Exit (for TH and RRH) Please complete**
Score	**7**	

Measure 14: Policy Priorities (Up to 13 pts)		
Transitional Housing	**Rapid Re-Housing**	**Permanent Supportive Housing**
Not Applicable	*Rapid Re-Housing = 12 points*	*Permanent Supportive Housing = 13 points*
Score	**0**	

Project Budget Table (Unscored)

Additional Narratives (Unscored)

Section C: Total Score (100 pts. Maximum)
Score	**69.5**

Section 5: List of final project scores for all renewal and new projects.

2021 CoC Competition: Final Project Scores

Rank	Project Name	Provider Name	Type	# of Project Beds/Units	TOTAL SCORE	Grant Request	RUNNING TOTAL
1	Vendome 2021	LifeMoves	PH	12/12	94.5	$ 269,948	$ 269,948
2	Permanent Supportive Housing Consolidated (SP19)	Housing Authority of the County of San Mateo	PH	149/132	89.5	$ 5,115,859	$ 5,385,807
2	Permanent Supportive Housing Consolidated (SP20)	Housing Authority of the County of San Mateo	PH	109/109	89.5	$ 4,560,849	$ 9,946,656
4	Renewal DVRRH CORA FY 2021	CORA (Community Overcoming Relationship Abuse)	RRH	12/6	84.4	$ 300,989	$ 10,247,645
5	Shelter Plus Care Belmont Apartments	Housing Authority of the County of San Mateo	PH	18/18	81.5	$ 320,299	$ 10,567,944
6	Shelter Plus Care Sponsor Based (SP2)	Housing Authority of the County of San Mateo	PH	69/64	77.5	$ 1,735,878	$ 12,303,822
7	SAYAT	Mental Health Association of San Mateo County	PH	30/30	75.5	$ 74,666	$ 12,378,488
8	Shelter Plus Care Sponsor Based (SP15)	Housing Authority of the County of San Mateo	PH	15/15	74.5	$ 349,417	$ 12,727,905
9	Rapid Re-housing 2021	LifeMoves	RRH	80/30	71.5	$ 542,328	$ 13,270,233
10	Redwood Family House 2021	LifeMoves	TH	27/9	69.5	$ 133,750	$ 13,403,983
11	Savings and Financial Education (SAFE) 2021	LifeMoves	RRH	43/17	57.5	$ 201,003	$ 13,604,986
12	San Mateo County HMIS Project 2021	San Mateo County Human Services Agency	HMIS			$ 80,110	$ 13,685,096
13	Permanent Supportive Housing (SP 22)	Housing Authority of the County of San Mateo	PH		95.2	$684,061	$ 14,369,157
14	DV Bonus DVRRH CORA FY2021	CORA (Community Overcoming Relationship Abuse)	RRH		87.8	$491,550	$ 14,860,707

	New Project Applications						Review Panel Action
1	SP 22	Housing Authority of the County of San Mateo	PH		95.2	$684,061	Accepted
2	RTV 2021 Joint TH-RRH	Retraining the Village	TH-RRH		64.8	$684,255	Rejected
3	H&H Transitional/RRH Program	Home & Hope	TH-RRH		61.4	$945,408	Rejected
4	DV Bonus DVRRH CORA FY2021	CORA (Community Overcoming Relationship Abuse)	RRH		87.8	$491,550	Accepted

	Reallocated Project Applications						Review Panel Action

PUBLIC POSTING - PROJECTS REJECTED-REDUCED

Per HUD's Detailed Instructions, these attachments document how the CoC informed applicants that the CoC did not include their application as part of the CoC consolidated application. No applications were reduced. The relevant sections have been highlighted in yellow.

Attachments include:

Section 1: Email notification of rejection to application sent 15 days prior to HUD submission deadline - Notification to CoC Project Applicant

Section 1: Email notification of rejection to application sent 15 days prior
to HUD submission deadline - Notification to CoC Project Applicant

COUNTY OF **SAN MATEO**
HUMAN SERVICES AGENCY

Ken Cole
Agency Director

Collaborative Community Outcomes
1 Davis Drive
Belmont, CA 94002
650-802-7500 T
650-631-5771 F
hsa.smcgov.org

October 19, 2021

Delivered via email to Tricia Ciampa and Halley Crumb, Retraining the Village
tlciampa@gmail.com and halleycrumb@retrainingthevillage.org

Dear Ms. Ciampa and Ms. Crumb,

The San Mateo County CoC's project review panel met on October 19, 2021 to score and rank all projects applying for 2021 CoC funding. The scoring of new project applications was based on the Department of Housing and Urban Development (HUD) system performance objectives, targeting and outreach, appropriateness of housing, Housing First modeling, service plan, timing, applicant capacity, and financial feasibility and effectiveness, and project type prioritization, as described in the Project Review and Ranking Process.

The panel recommended that the application from Retraining the Village for the joint transitional housing-rapid rehousing project not be selected for funding in the 2021 CoC Project Priority List. The reason that this project was not selected is that the project received low scores on the rating factors listed in the Project Review and Ranking Process.

The CoC Steering Committee will meet on November 8, 2021 to approve the final Project Priority List, which does not include the Retraining the Village application.

If you wish to appeal this decision, please submit your appeal request by email to hsa_homeless_programs@smcgov.org no later than 5:00pm on October 27, 2021. 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://hsa.smcgov.org/continuum-care-nofanofo.

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 after the CoC competition process closes on November 16, 2021.

Sincerely,

Lody Saba

Lody Saba
Management Analyst, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-5090
lsaba@smcgov.org

Ken Cole
Agency Director

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October 19, 2021

Delivered via email to Prinsess Futrell, Home and Hope
prinsess.futrell@homeandhope.net

Dear Ms. Futrell,

The San Mateo County CoC's project review panel met on October 19, 2021 to score and rank all projects applying for 2021 CoC funding. The scoring of new project applications was based on the Department of Housing and Urban Development (HUD) system performance objectives, targeting and outreach, appropriateness of housing, Housing First modeling, service plan, timing, applicant capacity, and financial feasibility and effectiveness, and project type prioritization, as described in the Project Review and Ranking Process.

The panel recommended that the application from Home and Hope for the joint transitional housing-rapid rehousing project not be selected for funding in the 2021 CoC Project Priority List. The reason that this project was not selected is that the project received low scores on the rating factors listed in the Project Review and Ranking Process.

The CoC Steering Committee will meet on November 8, 2021 to approve the final Project Priority List, which does not include the Home and Hope application.

If you wish to appeal this decision, please submit your appeal request by email to hsa_homeless_programs@smcgov.org no later than 5:00pm on October 27, 2021. 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://hsa.smcgov.org/continuum-care-nofanofo.

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 after the CoC competition process closes on November 16, 2021.

Sincerely,

Lody Saba

Lody Saba
Management Analyst, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-5090
lsaba@smcgov.org

PUBLIC POSTING - PROJECTS ACCEPTED

Per HUD's Detailed Instructions, these attachments document how the CoC informed applicants that the CoC included their application as part of the CoC consolidated application. The relevant sections have been highlighted in yellow.

Attachments include:

Section 1: Email notification of acceptance to application sent 15 days prior to HUD submission deadline - Notification to CoC Project Applicant

Section 1: Email notification of acceptance to application sent 15 days
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Ken Cole
Agency Director

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October 19, 2021

Delivered via email to Shane Young, Mental Health Association of San Mateo County
shaney@mhasmc.org

Dear Mr. Young,

This letter is to inform you that the San Mateo County CoC project review panel met and their review of the following applications from the Mental Health Association of San Mateo County ranked the application in Tier 1.

Project Name	Rank	Tier
SAYAT	7	1

The CoC Steering Committee will meet on November 8, 2021, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to November 8, 2021.

Please do not take any action in e-snaps at this time; we will be in touch separately regarding our technical review of the application and any requested revisions.

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 can be provided after the CoC competition process closes on November 16, 2021.

Sincerely,

Lody Saba

Lody Saba
Management Analyst, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
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lsaba@smcgov.org

COUNTY OF **SAN MATEO**
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October 19, 2021
Delivered via email to Liz Lucas, LifeMoves
llucas@lifemoves.org

Dear Ms. Lucas,

This letter is to inform you that the San Mateo County CoC project review panel met and their review of the following applications from LifeMoves ranked these applications in Tier 1.

Project Name	Rank	Tier
Vendome 2021	1	1
Rapid Re-housing 2021	9	1
Redwood Family House 2021	10	1
Savings and Financial Education (SAFE) 2021	11	1

The CoC Steering Committee will meet on November 8, 2021, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to November 8, 2021.

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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 can be provided after the CoC competition process closes on November 16, 2021.

Sincerely,

Lody Saba

Lody Saba
Management Analyst, Center on Homelessness
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October 19, 2021

Delivered via email to Lynn Schuette, Community Overcoming Relationship Abuse
lynns@corasupport.org

Dear Ms. Schuette,

This letter is to inform you that the San Mateo County CoC project review panel met and their review of the following applications from Community Overcoming Relationship Abuse ranked the applications in Tier 1 and Tier 2.

Project Name	Rank	Tier
Renewal DVRRH CORA FY 2021	4	1
DV Bonus DVRRH CORA FY2021	14	2

The CoC Steering Committee will meet on November 8, 2021, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to November 8, 2021.

Please do not take any action in e-snaps at this time; we will be in touch separately regarding our technical review of the application and any requested revisions.

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 can be provided after the CoC competition process closes on November 16, 2021.

Sincerely,

Lody Saba

Lody Saba
Management Analyst, Center on Homelessness
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Ken Cole
Agency Director

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October 19, 2021

Delivered via email to Cindy Chan, Housing Authority of the County of San Mateo
cchan@smchousing.org

Dear Ms. Chan,

This letter is to inform you that the San Mateo County CoC project review panel met and their review of the following applications from the Housing Authority of the County of San Mateo ranked the applications in Tier 1 and Tier 2.

Project Name	Rank	Tier
Permanent Supportive Housing Consolidated (SP19)	2 (score tied with SP20)	1
Permanent Supportive Housing Consolidated (SP20)	2 (score tied with SP19)	1
Shelter Plus Care Belmont Apartments	5	1
Shelter Plus Care Sponsor Based (SP2)	6	1
Shelter Plus Care Sponsor Based (SP15)	8	1
Permanent Supportive Housing (SP 22)	13	2

The CoC Steering Committee will meet on November 8, 2021, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to November 8, 2021.

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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 can be provided after the CoC competition process closes on November 16, 2021.

Sincerely,

Lody Saba

Lody Saba
Management Analyst, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-5090
lsaba@smcgov.org

HOUSING LEVERAGING COMMITMENT

Per HUD's Detailed Instructions, this attachment is our written commitment of leveraged housing resources for our new PH-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

E-mail:
housing@smchousing.org

November 1, 2021

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

Subject: CoC New Project Application – Permanent Supportive Housing (SP22)

Dear Ms. Silverberg:

The Housing Authority of the County of San Mateo commits to allocate seven (7) Emergency Housing Vouchers (EHV) to the Permanent Supportive Housing (SP22) project for which CoC funding is being requested in the FY 2021 competition. The total number of units/participants in this project will be 20, so the EHVs will provide leveraged housing subsidies for 35% of project participants. We have estimated the value of these vouchers as $221,508, based on the current Fair Market Rent for a one-bedroom, minus projected average tenant portion of the rent.

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

Raymond Hodges
Executive Director

cc: Cindy Chan, Rental Programs Manager