



# California Interagency Council on Homelessness

## HHAP Round 5 Application

### Part 1: Regional Identification and Contracting Information

Steps to complete this section:

1. Select the CoC Region.
2. Indicate which of the Eligible Applicants are participating in this HHAP-5 application.
3. For each participating Eligible Applicant, you will also be prompted to indicate whether and how the Eligible Applicant intends to contract with the state (i.e., indicate the Administrative Entity for that eligible applicant's HHAP-5 Allocation).

#### **Please select the Continuum of Care region**

Daly/San Mateo County CoC

#### *Application Participation Guidance:*

*Cal ICH encourages eligible applicants to apply in collaboration with all eligible applicants in their CoC Region and submit a single Regionally Coordinated Homelessness Action Plan. Applicants may apply together and still receive funds separately.*

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

- *Apply as part of a regional application with multiple Counties and any overlapping Large Cities; and/or*
- *Participate in the regional application of **each** overlapping County and the Large Cities therein.*

**Contracting Guidance:**

*Each Eligible Applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which Eligible Applicant will enter into contract with the state to receive and administer each Eligible Applicant's HHAP-5 allocation.*

*The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.*

- *If you plan to contract with the state to receive and administer **only** your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection.*
- *If you **do not plan to contract with the state** and instead plan to identify another participating Eligible Applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation" under the contracting selection. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.*
- *If you plan to contract with the state to **receive and administer multiple HHAP-5 allocations** within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other Eligible Applicants in the region" under the contracting selection.*

## **Daly/San Mateo County CoC Region**

### **Daly/San Mateo County CoC**

**CA-512 Participation**

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

**CA-512 Contracting**

Identify another participating eligible applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation

**CA-512 Designated Administrative Entity**

San Mateo County

**Contact Title**

Human Services Manager

**Name**

Jessica Silverberg

**Email**  
jsilverberg@smcgov.org

**Phone**  
(650) 802-3378

## San Mateo County

### San Mateo County Participation

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

### San Mateo County Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other eligible applicants in the region

### Contact Title

Director of Collaborative Community Outcomes

### Name

Selina Toy Lee

**Email**  
SToy-Lee@smcgov.org

**Phone**  
(650) 802-5120

### Number of Contracts

1

## Part 2. Regionally Coordinated Homelessness Action Plan

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### Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

1. Identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
  - o Outreach and site coordination;
  - o Siting and use of available land;
  - o Development of interim and permanent housing options; and
  - o Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. Describe and explain how all Participating Jurisdictions are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance:

Each Eligible Applicant must identify and describe their role in the region for **each** table.

To add additional jurisdictions, click "Add a Participating Jurisdiction" near the bottom of each table.

## Outreach & Site Coordination

Participating Jurisdictions	Roles & Responsibilities
San Mateo County	The County of San Mateo Human Services Agency (HSA) and homeless outreach service providers across the county partner closely with cities throughout the county to coordinate outreach services. The County also contracts with Core Service Agencies to provide crisis intervention and referrals to other agencies in the homelessness response system.
CA-512 Daly City/San Mateo County CoC	The CoC coordinates with agencies throughout the region to strengthen the County's collective response to homelessness. This includes working with street outreach programs and supporting programs to implement targeted expansions to offer services after hours and on weekends and deepen connections with health and behavioral health services.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

### Regional Coordination Narrative - Outreach & Site Coordination

As the collaborative applicant for the CA-512 Daly City/San Mateo CoC, HSA is positioned to serve as a coordination hub, working with Cities, departments within the County, non-profit organizations, faith-based organizations, advocates, and others to coordinate outreach and services for people experiencing homelessness.

The County of San Mateo Behavioral Health and Recovery Services (BHRS) is a key partner in several mobile outreach efforts (including Street Medicine and Homeless Outreach Teams), focusing on engaging people who are unsheltered and supporting them to access needed behavioral health services, as well as making the transition to shelter and housing.

HSA also funds and coordinates Homeless Outreach programs in Cities across the county that work closely with local police officers who are trained to connect unsheltered individuals in San Mateo to relevant resources.

HSA contracts with partner agencies geographically dispersed throughout the county to serve as 8 Core Service Agencies (Cores). The Cores often serve as a first point of contact for households, supporting them to resolve their current housing crisis and prevent homelessness, or assisting them in connecting to resources throughout the County and CoC to identify housing and resources that can help them exit homelessness.

The County works with the Cores and other community partners to ensure that outreach efforts have broad geographic coverage and are adjusted as needed to maximize the success of the outreach efforts. This coordination has been successful in establishing 100% geographic coverage by outreach efforts as cited in

the CoC Collaborative Application to HUD.

## Land Use & Development

Participating Jurisdictions	Roles & Responsibilities
San Mateo County	The County of San Mateo is responsible for siting and developing projects within the jurisdiction that serve county residents.
CA-512 Daly City/San Mateo County CoC	The CoC supports applications for new permanent housing projects, including prioritizing federal CoC funding for permanent supportive housing.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

### Regional Coordination Narrative - Land Use & Development

The County invests and administers much of the local, State, and federal sources of funding to develop non-congregate shelters and supportive housing programs to support ending homelessness. Coordination of resources, information, and subsidies occurs between multiple County departments and community partnerships to support seeking funding for and developing new projects. Interdepartmental collaboration occurs between the County's Executive's Office, HSA's Center on Homelessness, HSA's other departments (including public benefits, child welfare, employment services, and veteran's services), the Department of Housing (DOH, which includes the County's public housing authority), the Health Department (which includes Behavioral Health and Recovery Services and the Medical Center), Probation Department, and the Sheriff's Office. The County Department of Housing has a pipeline of affordable housing projects and includes incentives in affordable housing development funding opportunities for the inclusion of units prioritized for households experiencing homelessness. The County has successfully secured five hotels via Project Homekey grants, including two for supportive housing for households experiencing homelessness. As the lead agency for the CoC, HSA also coordinates with local non-profit agencies and other CoC participants to coordinate services and subsidies for new interim and permanent housing options.

## Development of Interim and Permanent Housing Options

Participating Jurisdictions	Roles & Responsibilities
San Mateo County	The County of San Mateo is responsible for right-sizing the shelter system and developing shelter and housing projects within the jurisdiction that serve county residents. The County departments involved include HSA, the Department of Housing, Real Property, the Department of Public Works, the County Executive's Office, and the Board of Supervisors. The County continues to seek out opportunities to pool and align funding for interim and permanent supportive housing to better serve people experiencing homelessness.
CA-512 Daly City/San Mateo County CoC	The CoC supports the development of interim and permanent housing options by coordinating with CoC participating agencies and identifying opportunities to expand housing capacity. The CoC also funds multiple permanent housing projects, including

prioritizing funding for permanent supportive housing projects.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

### **Regional Coordination Narrative - Shelter, Interim, and PH Options**

The County of San Mateo is leveraging its Affordable Housing Fund (administered by the Department of Housing [DOH]) to add new permanent housing units targeted to extremely low-income households and will use the Housing Authority's authority to project-base Housing Choice Vouchers to incentivize the development of new housing units for people experiencing homelessness. HSA monitors the need for shelter as represented by the shelter waitlist on a daily basis and uses that information for planning and sometimes to adjust across household types served in order to best meet the need. As the coordinating entity for the CoC, HSA collaborates with the CoC membership, including local non-profit agencies and other CoC participants, to apply for additional resources to expand the available inventory of interim and permanent housing solutions within the County, such as Homekey funding.

## **Coordination of & Connection to Service Delivery**

<b>Participating Jurisdictions</b>	<b>Roles &amp; Responsibilities</b>
CA-512 Daly City/San Mateo County CoC	HSA, as the lead agency for the CoC, oversees the coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region via the Coordinated Entry System (CES). HSA contracts with a non-profit organization within the CoC to operate elements of the CES. The CES provides all households within the region at imminent risk of or currently experiencing homelessness with Diversion services to attempt to divert them from the homelessness system and remain housed or return to housing. If the household cannot be successfully diverted, then they will receive a CES assessment and be referred via the CES to shelter. HSA also partners with the County Jail and the San Mateo County Medical Center to have clients referred to the CES in the weeks leading up to their institutional exit to support their access to programs and resources to prevent exiting to street homelessness. HSA manages a central referral list for housing placement via CES and makes referrals to permanent housing programs based on the number of openings weekly. HSA tracks the rate of acceptance of CES referrals and reasons for refusal and monitors to ensure programs are compliant with Housing First principles. HSA coordinates a Racial Equity Committee to inform the work of the CoC and support service providers in enhancing culturally competent services. Committee meetings are led by HSA and are hosted every other month. The work of the committee includes developing cultural competency and racial equity trainings for local providers and stakeholders to bring consistency in knowledge and practice across the homeless response system; engaging in qualitative data gathering to identify and understand the causes of racial and other disparities in the system; and increasing representation of those with lived experience in CoC and agency leadership.

San Mateo County

HSA contracts and works closely with several community nonprofits and government agencies that create a social safety net system known as the Core Service Network. The organizations in the network are known as Core Service Agencies (Cores). Each of the 8 Cores serves a different geographic area in the County. The Cores work in close collaboration with HSA to provide individuals and families with basic emergency and support services to stabilize their living situations. These services include crisis intervention and referrals based on an evaluation of their needs and qualifications for assistance, food, clothing, emergency financial rent or utility assistance, school supplies for students, and other basic necessities. HSA contracts for jurisdiction-wide homeless outreach services in order to ensure active outreach and engagement throughout the region. Outreach teams are able to connect individuals experiencing unsheltered homelessness to Coordinated Entry in the field. HSA also funds many shelter services and coordinates with others to meet people's basic needs and assist households with obtaining permanent housing. HSA coordinates these services to ensure a comprehensive system of homeless services is available.

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions are or will begin to coordinate to provide the full array of services, shelter, and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

#### **Regional Coordination Narrative - Coordination & Connection to Service Delivery**

The County of San Mateo Human Services Agency (HSA) administers much of the local, state, and federal sources of funding to address homelessness. The County of San Mateo also coordinates resources for homeless services occurs between multiple County departments and community partners to ensure that the needs of persons experiencing homelessness are being met, and that all services are aligned and coordinated. Interdepartmental collaboration occurs between the County Executive's Office, HSA's Center on Homelessness, HSA's other departments (including public benefits, child welfare, employment services and veterans' services), the Department of Housing (which includes the county's public housing authority), the Health Department (which includes Behavioral Health and Recovery Services and the Medical Center), Probation Department, and the Sheriff's Office. As the lead agency for the CoC, HSA also coordinates with local non-profit agencies and CoC participants to coordinate and expand access to interim and permanent housing options.

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## **System Performance Measures & Improvement Plan**

Steps to complete this section:

1. Identify the most recent system performance measures for the region.
2. Describe the key action(s) the region intends to take to improve each system performance measure.

*Guidance:*

*Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding measures fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application.*

*The application must include **at least one** key action for **each** system performance measure. All columns must be filled out for each action.*

*For "Funding Type" select one of the options. If you select the blank field, you may type in a unique funding source type.*

*To add additional actions or racial equity measures, click the appropriate "Add" buttons near the bottom of each table.*

*Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the region.*

*Definitions:*

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.
- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.

## **SPM 1a: Number of people accessing services who are experiencing homelessness.**

**SPM 1a**  
5,498

### **Key Actions PM 1**



Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Invest in expanded street outreach efforts in order to increase the number of people engaged with homeless services. Allocate outreach strategically throughout San Mateo County based on unsheltered numbers in each jurisdiction to maximize utilization of services currently not being provided in all regions by other programs, including outreach and engagement, intensive case management, and after hours and weekend outreach.	HHAP, CoC Unsheltered Supportive Services Only grant, ERF-3	State, Federal	San Mateo County	Cities of Redwood City, Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco	9/30/2027	Metrics will include changes in the number of persons in contact with street outreach, the number of clients who receive Coordinated Entry (CE) assessments, the number of clients intensively case managed by street outreach, and linkages to medical and behavioral health services. Contacts, CE assessments, case management status, and the outcome of outreach services will be tracked through an unsheltered homelessness dashboard and a by-name list of encampment residents that is regularly updated and reviewed.

**SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.**

Racial/Ethnic Group	Measure
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American Indian or Alaska Native	270
Black or African American	1,014
Native Hawaiian or Other Pacific Islander	431
Hispanic/Latino	2,063

### Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
San Mateo County will conduct more street outreach in Spanish to target Hispanic or Latine individuals, as well as other populations facing racial and ethnic disparities in regions not served by other County programs, in need of homeless outreach services. San Mateo County will require contractors to train staff in and practice cultural competence and sensitivity, hire sufficient multilingual staff to meet program demand, and offer alternative solutions to engaging	HHAP, ERF-3	State	CA-512 Daly City/San Mateo County CoC	Cities of Redwood City, Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco	6/30/2028	We will use a regularly updated unsheltered homelessness dashboard to measure outreach contacts, case management status, performance outcomes, the number of clients who receive CE assessments, linkages to medical and behavioral health services, language preference, and race/ethnicity of clients served. We will look for an increase in the number of Hispanic/Latine households reached through street outreach using the language preference and race/ethnicity

residents when staff do not speak the language of need.						data in HMIS.
Improve public messaging for how to access the homeless services system online and at locations in the community regarding the homeless services system access points.	CoC, County funds	Federal, Local	CA-512 Daly City/San Mateo County CoC	San Mateo County	6/30/2028	The metric will be the proportion of each racial/ethnic group accessing homeless services as compared to Census data on the proportion of that group residing in the County. Tracking of these metrics will continue to be done via our homelessness dashboard.

### SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count)

SPM 1b  
1,092

#### Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Increase shelter capacity and services, for congregate shelters funded by previous rounds of HHAP, through an additional 38 adult shelter	HHAP	State	San Mateo County	CA-512 Daly City/San Mateo County CoC	12/31/2024	Tracking shelter capacity numbers or an increase in the number of shelter beds via shelter dashboard, HMIS client enrollments,

beds.						and daily email communication on shelter capacity between each provider and County.
Expand housing-focused case management for participants in shelter programs to increase exits from shelters to housing and the number of people served by shelters annually.	HHAP	State	San Mateo County	CA-512 Daly City/San Mateo County CoC	6/30/2026	HSA will regularly review shelter exit destination data in HMIS as part of ongoing contract monitoring, looking for an increase the rate of exits to housing.
Resume Housing Voucher Navigation to enable more unsheltered individuals/ households to connect directly to PH programs and provide support through lease-up	Unsheltered CoC SSO Grant	Federal	San Mateo County	CA-512 Daly City/San Mateo County CoC	12/31/2024	HSA will use a regularly updated unsheltered homelessness dashboard to measure the number of persons housed directly from unsheltered homelessness.
Expand available permanent housing program options to house unsheltered and sheltered households.	HDAP, stability vouchers, Unsheltered CoC PSH grant, others that arise	State, Federal	San Mateo County	Housing Authority of the County of San Mateo	6/30/2028	HSA will look for an increase the number of Permanent Housing units as measured on the annual Housing Inventory Count (HIC).

## SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group

Measure

American Indian or Alaska Native	67
Black or African American	223
Hispanic/Latino	574

## Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
San Mateo County will conduct more street outreach in Spanish to target Hispanic or Latine individuals, as well as other populations facing racial and ethnic disparities in regions not served by other County programs, in need of homeless outreach services. San Mateo County will require contractors to train staff in and practice cultural competence and sensitivity, hire sufficient multilingual staff to meet program demand, and offer alternative solutions to engaging residents when staff do not	HHAP, ERF-3	State	CA-512 Daly City/San Mateo County CoC	Cities of Redwood City, Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco	6/30/2028	HSA will use a regularly updated unsheltered homelessness dashboard to measure outreach contacts, the number of clients who receive CE assessments, case management status, performance outcomes, and linkages to medical and behavioral health services. HSA will look for an increase in the number of Hispanic/Latine households reached through street outreach using the language preference and race/ethnicity data in HMIS.

Speak the language of need.

Expand existing HHAP funded shelter options available in communities within the county that have higher concentrations of Black and American Indian or Alaskan Native households.	HHAP	State	San Mateo County	CA-512 Daly City/San Mateo County CoC	12/31/2024	The metric will be the proportion of each racial/ethnic group accessing shelter as compared to the portion that are accessing the homeless services system overall. HSA will look at this using HMIS data and quarterly performance reports that showcase percentage of exits to permanent housing, increase in employment and non-employment income, length of stay, Utilization rate, and enrollment in other programs such as RRH and PSH.
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## SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

SPM 2  
1,860

### Key Actions PM 1

Key Action	Funding Source(s) the region intends	Funding Type	Lead Entity	Collaborating	Target Date for Completion	Success Measurement
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	to use to achieve the action			Entity/ies	n	Method
Expand prevention strategies for people at risk of homelessness.	Local sales tax (Measure K), HDAP, CalAIM	Local, State, Federal	San Mateo County	CA-512 Daly City/San Mateo County CoC, Medi-Cal provider (Health Plan of San Mateo)	6/30/2027	Success will be measured by the increase in the total number of households served under countywide homelessness prevention programs using program reports and/or HMIS data.
Develop and implement prioritization tool for homelessness prevention	CoC, County funds	Local, Federal	San Mateo County	CA-512 Daly City/San Mateo County CoC	6/30/2025	HSA will measure the effectiveness of homelessness prevention funds via a reduction in the average rates of homelessness experienced by Emergency Financial Assistance recipients post-implementation as measured via follow-surveys.
Improve coordination between Home Safe and the Coordinated Entry System	Home Safe	State	San Mateo County	CA-512 Daly City/San Mateo County CoC, Medi-Cal provider	6/30/2024	The County will measure the success of Home Safe, looking for an increase in rates at which Home Safe clients are prevented from entering homelessness.

**SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the**

## first time

Racial/Ethnic Group	Measure
American Indian or Alaska Native	86
Black or African American	295
Native Hawaiian or Other Pacific Islander	137
Hispanic/Latino	800

## Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Improve public messaging for how to access homelessness prevention services online and at locations in the community accessed by Black, Native Hawaiian or Pacific Islander, and American Indian or Alaskan Native households.	CoC, County funds	Federal, Local	CA-512 Daly City/San Mateo County CoC	San Mateo County	6/30/2028	The metric will be the proportion of each indicated racial/ethnic group accesses homelessness prevention programs as compared to the portion of the County population that they make up. HSA will explore using HMIS and/or program data and Census data, looking for an increase the proportion of Black, Native Hawaiian or Pacific Islander, and American Indian or Alaskan Native who access prevention services to an equitable level.



## SPM 3: Number of people exiting homelessness into permanent housing.

SPM 3  
984

### Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Seek funding to expand permanent housing voucher programs (including CoC-PSH, VASH, FUP, Mainstream Vouchers, etc.)	CoC, VASH, PIH	Federal	San Mateo County	CA-512 Daly City/San Mateo County CoC	6/30/2028	This metric will continue to be tracked via year-over-year changes in the permanent housing units/beds enumerated on the annual Housing Inventory Count and tracked on the homelessness dashboard.
Pursue opportunities to expand affordable housing opportunities.	Homekey, others that arise	Federal, State, Local	San Mateo County	CA-512 Daly City/San Mateo County CoC	6/30/2028	The County will continue to track the number of affordable housing units available, including those targeted for people exiting homelessness, looking for an increase.
Resume Housing Voucher Navigation to enable more unsheltered	Unsheltered CoC SSO Grant	Federal	CA-512 Daly City/San Mateo County CoC	San Mateo County	12/31/2024	HSA will use the unsheltered homelessness dashboard to track the number of

individuals/ households to connect directly to PH programs and provide support through lease-up						persons housed directly from unsheltered homelessness, looking for an increase.
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Improve CES prioritization for permanent housing (following CES and RRH evaluations)	County funds	Local	CA-512 Daly City/San Mateo County CoC	San Mateo County	6/30/2025	HSA will measure success by an increase in the take-up rate of people matched to permanent housing interventions and by an increase in the System Performance Measure on moving into permanent housing.
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Reduce the number of youths experiencing homelessness in San Mateo County by continuing to implement a youth-focused rapid re-housing program. The rapid re-housing for youth program will provide housing location services, rent and move-in financial assistance, and housing- focused case management services that are tailored to support	HHAP	State	San Mateo County	CA-512 Daly City/San Mateo County CoC	6/30/2026	HSA will measure success by tracking the number of youths experiencing homelessness who move into permanent housing through the Rapid Re- housing for Youth program via quarterly HMIS reports and monthly check-in meetings with rapid rehousing providers.
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transition-aged youth.

### SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial/Ethnic Group	Measure
American Indian or Alaska Native	37
Asian	50
Native Hawaiian or Other Pacific Islander	103

### Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Provide Confronting Implicit Bias in the Homeless Response System training series for system providers. The series includes access the following trainings: 1. Creating a More Inclusive and Equitable System of Care: Combating Implicit Bias; 2. Serving LGBTQIA+ Clients and the Equal Access Rule; 3. Serving Clients with Complex Health Needs; 4. Serving Clients with	County Funding	Local	CA-512 Daly City/San Mateo County CoC	San Mateo County, CoC Racial Equity Committee	6/30/2024	HSA will track the number of provider staff who participate in implicit bias training and receive tools to navigate the housing search process.

Criminal Records; and  
5. Serving Clients with Custodial Trauma.

Publicize job training, skill building, and job search opportunities at community locations accessed by community members who are American Indian or Alaska Native.

County funding, CalWORKs

Local, state, federal

San Mateo County

CA-512  
Daly City/San Mateo County CoC

7/31/2028

The metric will be the proportion of American Indian or Alaska Native that are participating in HSA's vocational training and skill building opportunities we provide as compared to the proportion of eligible households.

Expand outreach strategies to exit households to permanent housing. San Mateo County will require contractors to train staff in improved outreach strategies, such as Motivational Interviewing and trauma-informed care techniques to engage with unsheltered residents who are hardest-to-serve due to racial and ethnic disparities.

HHAP, ERF-3

State

CA-512  
Daly City/San Mateo County CoC

Cities of Redwood City, Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco

6/30/2028

HSA will use a regularly updated unsheltered homelessness dashboard to measure the number of clients who receive CE assessments, outreach case management and housing outcomes, and linkages to medical and behavioral health services. We will look for an increase in the number of American Indian or Alaska Native, Asian, and Native Hawaiian or other pacific

islander households exiting homelessness into permanent housing. Via ERF-3, HSA will add prioritized PSH units and RRH rental assistance for residents of specific encampments. HSA will look for an increase in households exiting to permanent housing.

Enhance Diversion (housing problem solving) strategies and training to support rapid exits from homelessness to housing before entry into the homeless services system.	County funds	Local	CA-512 Daly City/San Mateo County CoC	San Mateo County	6/30/2027	HSA will analyze Diversions using HMIS data, looking for an increase the number of American Indian or Alaska Native households diverted from homeless system into permanent housing to proportionate levels.
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## SPM 4: Average length of time that people experienced homelessness while accessing services

SPM 4  
401

### Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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**action**

<p>Expand housing-oriented outreach and shelter services to decrease the time from CE referral to lease-up and to ensure households can rapidly lease up when referred to permanent housing units. Allocate outreach and intensive case management services strategically throughout San Mateo County based on unsheltered numbers to ensure appropriate caseload size and reach currently underrepresented populations in regions not served by other local programs.</p>	<p>HHAP, ERF-3</p>	<p>State</p>	<p>San Mateo County</p>	<p>CA-512 Daly City/San Mateo County CoC, Cities of Redwood City, Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco</p>	<p>6/30/2028</p>	<p>HSA will track outreach staff to client ratios to ensure that they remain adequately sized, and a decrease in the time from CE referral to PH to move-in using HMIS and program data.</p>
<p>Increase and message opportunities for RRH clients to transition to longer-term subsidies via the Coordinated Entry System</p>	<p>CoC, PIH</p>	<p>Federal</p>	<p>CA-512 Daly City/San Mateo County CoC</p>	<p>San Mateo County, Housing Authority of the County of San Mateo</p>	<p>6/30/2028</p>	<p>HSA will analyze HMIS data, looking for a reduction in the rate of clients' declining referrals to RRH and a decrease the average length of time homeless (LOTH) as documented in the System</p>

						Performance Measures.
Expand available permanent housing program options to house unsheltered and sheltered households.	HDAP, stability vouchers, Unsheltered CoC PSH grant, others that arise	State, Federal	San Mateo County	Housing Authority of the County of San Mateo	6/30/2028	HSA will look for an increase in the number of Permanent Housing units as measured on the annual Housing Inventory Count (HIC).

### **SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.**

Racial/Ethnic Group	Measure
Native Hawaiian or Other Pacific Islander	527
Multiple Races	471
White and Non-Hispanic/Non-Latine	452

### **Key Actions PM 1**

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Reduce the length of time spent homeless for those identifying as Native Hawaiian or Other Pacific Islander by increasing outreach and housing-focused outreach efforts and access to housing-focused case management at shelter. San	HHAP, ERF-3	State	San Mateo County	CA-512 Daly City/San Mateo County CoC	6/30/2028	HSA will track time from CE referral to PH to move-in using HMIS and program data, looking for equitable levels across racial/ethnic groups. Contracted outreach programs will provide data on performance measures, including exits

Mateo County will require contracted outreach programs to implement agency and program-level initiatives to address racial equity. In order to engage unsheltered residents who are hardest-to-serve due to racial and ethnic disparities, San Mateo County will require contractors to train staff in and practice cultural competence and sensitivity, hire sufficient multilingual staff to meet program demand, and offer alternative solutions to engaging residents when staff do not speak the language of need.

to permanent housing by race and ethnicity.

Expand landlord outreach and engagement efforts to reduce barriers and ensure equitable access to available units.

CoC, County Funds, ERF-3

Federal, Local, State

CA-512  
Daly City/San Mateo County CoC

San Mateo County, Housing Our People Committee

6/30/2028

Increase the number of landlords who lease to clients receiving services from County- and CoC-funded homeless services programs as documented by program data.



For residents of encampments included in the ERF-funded services, increase number of housing specialist staff who build relationships with landlords (via ERF-3) and connect unsheltered residents to available units.

## SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5  
12.00%

### Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand supportive services to include targeted support with transitioning from homelessness to being housed.	CoC	Federal	San Mateo County	CA-512 Daly City/San Mateo County CoC, San Mateo, Medi-Cal provider (Health Plan of San Mateo)	6/30/2028	This will be measured by the amount of funding allocated to supportive services for transitioning to permanent housing.
Expand life-skills training opportunities specifically to include social	CoC, CalAIM	State, Federal	San Mateo County	CA-512 Daly City/San Mateo County	6/30/2029	Success will be measured by the increase the number of households who

and housing maintenance skills needed to retain housing, i.e., relationship with landlord/property manager, paying bills, unit upkeep, etc.

CoC, Medi-Cal provider (Health Plan of San Mateo)

participate in life-skill trainings and the increase the rates of housing retention in the System Performance Measures.

Increase and message opportunities for RRH clients to transition to longer-term subsidies via the Coordinated Entry System	CoC, PIH	Federal	CA-512 Daly City/San Mateo County CoC	San Mateo County, Housing Authority of the County of San Mateo	6/30/2028	HSA will analyze HMIS data, looking for a reduction in the rate of clients' declining referrals to RRH and a decrease the average length of time homeless (LOTH) as documented in the System Performance Measures.
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### SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
American Indian or Alaska Native	23.00%
White and Non-Hispanic/Non-Latine	17.00%
Black or African American	16.00%

### Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Develop and provide tenants' rights education	County Funds	Local	CA-512 Daly City/San	San Mateo County, Housing	6/30/2028	Success will be measured by the increase the

for households.			Mateo County CoC	Authority of the County of San Mateo		number of households who participate in tenants' rights trainings.
Provide Confronting Implicit Bias in the Homeless Response System training series for system providers. The series includes access the following trainings: 1. Creating a More Inclusive and Equitable System of Care: Combating Implicit Bias 2. Serving LGBTQIA+ Clients and the Equal Access Rule 3. Serving Clients with Complex Health Needs 4. Serving Clients with Criminal Records 5. Serving Clients with Custodial Trauma	County Funds	Local	CA-512 Daly City/San Mateo County CoC	San Mateo County, CoC Racial Equity Committee	6/30/2024	HSA will track the number of provider staff who participate in implicit bias training and receive tools to navigate the housing search process.

## SPM 6: Number of people with successful placements from street outreach projects.

SPM 6

41

### Key Actions PM 1

Key Action	Funding Source(s) the	Funding	Lead	Collaborati ng	Target Date for	Success Measurement
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	<b>region intends to use to achieve the action</b>	<b>Type</b>	<b>Entity</b>	<b>Entity/ies</b>	<b>Completion</b>	<b>Method</b>
Invest in expanded street outreach efforts and intensive outreach case management in order to increase the number of people engaged with homeless services. Outreach case management services will connect people experiencing homelessness to various County programs and services that include, but are not limited to, creation of individualized housing plans, housing document preparation, linkages to mental health, medical, and substance use treatment, connections to shower, laundry, and employment services, and coordination with shelter, housing navigation, and supportive housing providers.	HHAP, CoC Unsheltered Supportive Services Only grant, ERF-3, County Funds	Local, State, Federal	San Mateo County	Cities of Redwood City, Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco	6/30/2027	Metrics will include changes in the number of persons in contact with street outreach, number of clients who receive CE assessments, the number of clients that are intensively case managed by street outreach, and linkages to medical and behavioral health services. Contacts, case management status, and the outcome of outreach services will be tracked through an unsheltered homelessness dashboard that is regularly updated and reviewed.

Enhance training available to outreach staff, including training on connecting to coordinated entry, to ensure new outreach staff are trained and seasoned staff have the opportunity to refresh skills.	CoC, County Funds	State	CA-512 Daly City/San Mateo County CoC	San Mateo County	6/30/2027	Increase the number of street outreach staff who participate in available trainings, number of trainings held by county staff with street outreach providers.
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## SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.

Racial/Ethnic Group	Measure
N/A	

### Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
San Mateo County will conduct more street outreach in Spanish to target Hispanic or Latine individuals as well as other populations facing racial and ethnic disparities in regions not served by other County programs, in need of homeless outreach services. San	HHAP, ERF-3	State	CA-512 Daly City/San Mateo County CoC	San Mateo County, City of Redwood City	6/30/2028	We will use a regularly updated unsheltered homelessness dashboard to measure outreach contacts, the number of clients who receive CE assessments, the case management status, and performance outcomes. We will look for an increase in the number of

Mateo County will require contractors to train staff in and practice cultural competence and sensitivity, hire sufficient multilingual staff to meet program demand, and offer alternative solutions to engaging residents when staff do not speak the language of need.

Hispanic/Latine households reached through street outreach using the language preference data in HMIS.

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## Equity Improvement Plan

Steps to Complete this Section:

1. Identify and describe the key actions the region will take to ensure racial and gender equity in:

- Service delivery;
- Housing placements;
- Housing retention; and
- Identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.

2. Identify if place-based encampment resolution is occurring in the region and if so, the CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Optional: upload any evidence the region would like to provide regarding collaboration and/or prioritization as it relates to question 2.

*Guidance:*

*Of the four tables below, the first three must include at a minimum one key action to address racial equity and one key action to address gender equity. The fourth and final table must include at least one key*

action.

To add additional actions, click "Add an Action" at the bottom of the table.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

## Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action	Lead Entity	Collaborating Entity/ies
Hire more bilingual staff at organizations and in County departments that provide services and housing.	CA-512 Daly City/San Mateo County CoC	San Mateo County
Expand resource materials available in different languages, including guidance on accessing support in those languages.	CA-512 Daly City/San Mateo County CoC	San Mateo County
Provide more training for providers across the county on culturally relevant content and equitable service delivery to support gender equity in service provision.	CA-512 Daly City/San Mateo County CoC	San Mateo County
Target outreach and information to communities with higher concentrations of Black and American Indian or Alaskan Native households, who are overrepresented in homelessness across the county.	CA-512 Daly City/San Mateo County CoC	San Mateo County
Include language in marketing materials to let people know that they are welcome in programs regardless of LGBTQ+ status.	CA-512 Daly City/San Mateo County CoC	San Mateo County

## Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
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Provide service options that are individualized to the household/individual's needs to accommodate cultural and personal differences.	CA-512 Daly City/San Mateo County CoC	San Mateo County
Expand landlord outreach and engagement efforts to reduce barriers and ensure equitable access to available units.	CA-512 Daly City/San Mateo County CoC	San Mateo County, Housing Our People Committee

### Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action	Lead Entity	Collaborating Entity/ies
Expand supportive services to include targeted support with transitioning from homelessness to being housed.	San Mateo County	CA-512 Daly City/San Mateo County CoC, San Mateo, Medi-Cal provider (Health Plan of San Mateo)
Expand life-skills training opportunities specifically to include social and housing maintenance skills needed to retain housing, i.e., relationship with landlord/property manager, paying bills, unit upkeep, etc.	San Mateo County	CA-512 Daly City/San Mateo County CoC, San Mateo, Medi-Cal provider (Health Plan of San Mateo)
Publicize job training, skill building, and job search opportunities at community locations accessed by community members who are American Indian or Alaska Native.	San Mateo County	CA-512 Daly City/San Mateo County CoC
Develop and provide tenants' rights education for households.	CA-512 Daly City/San Mateo County CoC	San Mateo County, Housing Authority of the County of San Mateo
Establishing connections and partnerships with local landlords/connecting clients with affordable housing options.	CA-512 Daly City/San Mateo County CoC	San Mateo County

### Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action	Lead Entity	Collaborating Entity/ies
HSA has established a CoC Racial Equity Workgroup that meets quarterly to review data by race and ethnicity, services, and housing to maintain an up-to-date and accurate picture of what inequalities may be present and identify	CA-512 Daly City/San Mateo County CoC	San Mateo County, CoC Racial Equity Committee



strategies to reduce the disparities. Further, the Racial Equity Workgroup plans to provide support for trainings and other related topics that helps the providers in the community to work towards decreasing disparities and using more culturally appropriate housing and services.

Investigate opportunities to increase the funding available to providers for staff pay.

San Mateo County

N/A

Review and revise CoC competition policy to ensure equitable access for local organizations, including those organizations primarily serving BIPOC households.

CA-512 Daly City/San Mateo County CoC

San Mateo County

### Is place-based encampment resolution occurring within the region?

Yes

**The CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.**

#### Narrative for place-based encampment resolution

In April 2024, San Mateo County was awarded an Encampment Resolution Funding grant (ERF-3) through Cal ICH. Beginning in July 2024, through this grant, San Mateo County will serve 211 people living unsheltered in 26 encampment sites throughout the County. The County is working closely with the six cities where these encampments are located to coordinate service delivery at these sites. Individuals in the ERF encampment sites will be served by field-based Multi-Disciplinary Teams (MDTs) composed of specialists in outreach and engagement, Coordinated Entry (CE), and housing navigation from local service providers; and by substance use treatment, mental health, and medical care through various County departments, including the SMC Human Services Agency (HSA), Department of Housing (DOH), Behavioral Health and Recovery Services (BHRS), and Public Health Policy and Planning (PHPP). Unsheltered residents living in these ERF encampment sites will be served by a new Rapid Rehousing program providing security deposits, move-in costs, landlord incentives, and rental assistance for ERF participants and will also be prioritized for placement at 70 new supportive housing units partially funded by ERF.

#### Optional Upload: Evidence of Collaboration and/or Prioritization

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## Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Steps to Complete this Section:

1. Identify and describe the key actions **each participating Eligible Applicant** will take to reduce the

number of people falling into homelessness as they exit institutional settings including:

- Jails
- Prisons
- Hospitals:
- Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

*Guidance:*

*At a minimum, if an institutional setting is present in an Eligible Applicant's jurisdiction, the Eligible Applicant must identify their role.*

*To add additional actions, click "Add an Action" at the bottom of the table.*

*If an institution is not present in a jurisdiction, type N/A.*

*Definitions:*

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to address or improve the performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

## Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action	Lead Entity	Collaborating Entity/ies
As the Coordinated Entry System (CES) lead, HSA partners with the Diversion and Coordinated Entry Services (DCES) provider and County Jail to have clients referred to DCES in the weeks leading up to their institutional exit. Through this referral, clients gain access to programs and resources to prevent exiting to street homelessness. DCES attempts to divert individuals preparing to leave jail and helps them identify housing options, including the possibility of staying with friends or family. HSA	CA-512 Daly City/San Mateo County CoC	San Mateo County

convenes quarterly check-ins with the DCES provider and County Jail to review quarterly data and program outcomes, discuss any challenges with referrals or other coordination, and discuss methods to improve service connection. HSA will continue to convene quarterly meetings and coordinate with the DCES service provider and County Jail to improve diversion outcomes and service delivery.

## Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

Key Action	Lead Entity	Collaborating Entity/ies
HSA collaborates with the San Mateo County Sheriff's Department to reduce the number of people discharged into homelessness. For example, HSA's Service Connect program targets people who have been paroled under AB 109 and provides supportive services, including motel vouchers and emergency shelter.	San Mateo County	CA-512 Daly City/San Mateo County CoC

## Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action	Lead Entity	Collaborating Entity/ies
As the Coordinated Entry System (CES) lead, HSA partners with the DCES provider and the San Mateo Medical Center to have clients referred to the DCES program in the weeks leading up to their institutional exit to support their access to programs and resources to prevent exiting to street homelessness. Hospital discharge planners work to ensure that a suitable placement is located for all individuals who may be experiencing homelessness who are discharged from the hospital. DCES attempts to divert individuals preparing to leave the hospital and helps them	CA-512 Daly City/San Mateo County CoC	San Mateo County

identify housing options, including the possibility of staying with friends or family. The San Mateo County Medical Center (the County's public hospital) funds beds in emergency shelters and utilizes both private and publicly funded board and care homes and other facilities to ensure that appropriate placement alternatives are available for individuals experiencing homelessness. HSA convenes quarterly check-ins with the DCES provider and San Mateo County Medical Center to review quarterly data and program outcomes, discuss any challenges with referrals or other coordination, and discuss methods to improve service connection. HSA will continue to convene quarterly meetings and coordinate with the DCES provider and San Mateo County Medical Center to improve diversion outcomes and service delivery.

## Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Foster Care	HSA houses child welfare services for the County. This enables staff within HSA to coordinate closely to prevent homelessness among former foster youth and increase housing resources for this population. HSA's Children and Families Services branch provides intensive services to youth to support their needs including housing as they transition into adulthood. HSA, as the Child Welfare Agency, also maintains a close partnership with the Housing Authority of the	San Mateo County	Housing Authority of the County of San Mateo

County of San Mateo, which has a supply of Family Unification Program (FUP) Vouchers for youth leaving the foster care system, to ensure they do not become homeless. The local homeless youth provider, StarVista, is actively involved in our CoC and receives HSA funding for a transitional housing program for homeless youth. StarVista received HEAP and currently receives HHAP funding for a rapid rehousing program targeting transition-age youth.

Behavioral Health

The policy of San Mateo County Behavioral Health and Recovery Services (BHRS) is that case workers make every effort to ensure that no clients are discharged into homelessness. The Adult Resource Management Team within Mental Health Services (a division of BHRS) works intensively with each client to ensure that they have stable and secure permanent housing. BHRS also utilizes Mental Health Services Act funds to support housing needs.

San Mateo County

Medi-Cal Provider

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## Plan to Utilize Local, State, and Federal Funds to End Homelessness

Steps to Complete this Section:

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
  - The Homekey Program,

- The No Place Like Home Program
- The Multifamily Housing Program
- The Housing for a Healthy California Program
- The Homeless Housing, Assistance, and Prevention Program
- Building Homes and Jobs Act
- The California Emergency Solutions Grants Program
- The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
- HOME Investment Partnerships Act
- Parolee or probation programs that are intended to prevent homelessness upon release.

**Guidance:**

*All of the above programs **must** be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each Eligible Applicant may enter their HHAP awards in separate lines. Simply click "Add Funding Program", then select the program from the drop down list.*

*If one of the ten required programs is not present in a region, type N/A under Local Fund Administrator.*

*In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region. Simply click "Add Funding Program" then select the blank field and you may type in the name of the funding program.*

*To add additional funding programs, click "Add Funding Program" at the bottom of the table.*

**Definitions:**

1. **Local Fund Administrator:** The entity responsible for administering the given funding source.
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.
3. **Funding Amount:** Amount of known dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)
4. **Timeframe of Use:** The date range the local fund administrator anticipates expending the identified program funds.

## Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the	Funding Amount	Amount Prioritized for permanent	Timeframe of Use
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			Region			Housing Solutions
The Homekey Program	State	San Mateo County Department of Housing	5 Homekey Awards that funded the following properties: -Navigation Center = 240 non-congregate shelter units -Pacific Shelter & El Camino Housing = 118 non-congregate shelter units with plan to convert to PSH -Casa Esperanza and Shores Landing = 145 PSH units	\$102,000,000.00	\$65,000,000.00	CA HCD Homekey Regulatory period = 30 years with various placed-in-service dates
The No Place Like Home Program	State	N/A	State NPLH loan to Light Tree Apartments to restrict 6 PSH units to referrals from BHRS.	\$1,740,281.00	\$1,740,281.00	Expended 2/1/24 and now subject to 55-year Regulatory Agreement
The Multifamily Housing Program	State	N/A	State VHHP loan to Eucalyptus Grove Apartments LP to restrict 16 units to homeless veterans.	\$7,000,000.00	\$7,000,000.00	Committed 11.1.24 for expenditure at completion of construction for 55-year term
The Housing for a Healthy California Program	State	San Mateo County Department of Housing	New construction of 4 affordable housing projects with 71 PSH units for High Health Care Users who are experiencing homelessness.	\$19,995,225.00	\$19,995,225.00	4/21/21 - 3/30/24
The Homeless Housing, Assistance, and Prevention Program	State	San Mateo County Human Services Agency	HHAP funds are used toward a variety of programs that provide housing and services, which include diversion, outreach, rapid rehousing, shelter, and other homeless services.	\$14,061,681.66	\$0.00	July 2020 – June 2027
Building Homes and	State	San Mateo	Operating support and case management	\$1,965,454.	\$931,625.0	July 1, 2023,

Jobs Act	County Department of Housing	services for individuals experiencing homelessness at six homeless shelters across the County (grant funding). Loan funding to support an affordable housing multi-family rental project with 8 units at 30% AMI designated for homeless populations.	00	0	through December 2026
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The California Emergency Solutions Grants Program	State	San Mateo County Department of Housing	Operational and case management support for homeless shelters across the County serving individuals, families, and survivors of domestic violence. Support for rapid re-housing programs.	\$393,103.00	\$0.00	July 1, 2023, through June 30, 2025
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The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	Federal	San Mateo County Department of Housing	DOH plans to apply to the NHTF on or before February 1, 2024, for the La Quinta Hotel with the proposed conversion to 74 units for formerly homeless senior and families. Application is due 2/1/24.	\$20,000,000.00	\$20,000,000.00	Application to be submitted by 2/1/2024
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HOME Investment Partnerships Act	Federal	San Mateo County Department of Housing	Awarded \$2,592,208.34 in loan funding to support a 60-unit affordable housing, multi-family rental project for veterans including 28 units for extremely low-income veterans. Evaluating proposals for an additional \$1,968,621.88 in HOME funding for new affordable housing, multi-family rental projects with a priority for projects that include permanently supportive housing for individuals experiencing homelessness.	\$4,560,830.22	\$2,592,208.34	Upon perm conversion, property will be subject to 55-year restriction
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Parolee or probation programs that are intended to prevent homelessness upon release	Local	San Mateo County Human Services Agency	CES for Institutions - Measure K funds are used to provide diversion and CES services to SMC homeless system, including those exiting correctional facilities who do not have an identified housing plan and would otherwise exit to emergency shelter or unsheltered living conditions. Funding is also used to service homeless individuals, including families who are not exiting an institution.	\$988,555.00	\$0.00	FY 23-24
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Local County Housing Voucher Program	Local	San Mateo County Department of Housing	Project-based rental subsidy for SM County Permanent Supportive Housing units funded by CA HCD Homekey funding. Existing commitments to 2 PSH properties with 2 additional properties pending Homekey award determination.	\$120,000,000.00	\$120,000,000.00	Adopted by SM County BOS in 2023 with 15-year terms dependent on CHVP agreement execution (usually with 12-18 months of placed-in-service date).
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Local Housing Trust Fund	Local	San Mateo County Department of Housing	New construction of 1 affordable project with 108 PSH units for people experiencing homelessness.	\$5,000,000.00	\$5,000,000.00	3/1/24 - 2/28/29
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HOME-ARP	Federal	San Mateo County Department of Housing	New Construction of 1 affordable project with 17 PSH units for people experiencing homelessness.	\$5,180,249.00	\$5,180,249.00	8/18/23--9/30/30
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CSBG Regular	Federal	San Mateo County – Human Services Agency (HSA)	Flexible funding for homelessness prevention financial assistance.	\$1,442,651.00	\$0.00	FY23-24 through FY24-25
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HDAP	State	San Mateo County – Human Services Agency (HSA)	Homeless outreach, shelter, disability benefits advocacy, case management, housing subsidies, and homelessness prevention financial assistance for eligible disabled individuals experiencing homelessness or at risk of homelessness.	\$3,658,464.00	\$1,107,505.00	FY20-21 through FY24-25
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Measure K (County sales tax)	Local	San Mateo County – Human Services Agency (HSA)	Homeless outreach, street medicine, shelter, rapid rehousing, and housing location services for housing voucher holders, training and technical assistance for homeless services providers, HMIS administration, paid job training for clients of homeless services programs.	\$14,884,717.00	\$1,386,765.00	FY23-24
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Net Count Costs (County general funds)	Local	San Mateo County – Human Services Agency (HSA)	Outreach, shelter, homeless system entry points, technical assistance.	\$13,576,217.00	\$0.00	FY23-24
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<b>Total \$ Available to prevent and end homelessness:</b>	<b>Total Prioritized for Permanent Housing Solutions:</b>
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\$336,447,4	\$249,933,8
27.88	58.34

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## Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:
  - CalWORKs
  - CalFresh
  - Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
  - In-home supportive services;
  - Adult protective services;
  - Child welfare;
  - Child care; and
  - Medi-Cal benefits through Managed Care Plans

*Guidance:*

*All of the above benefit programs **must** be included and fully explained in the table. In addition to these benefit programs, participating eligible applicants should add other benefit programs that provide wrap-around services in the region.*

*To add additional benefit programs, click "Add Benefit Program" at the bottom of the table. If you select the blank field and you may type in the name of the benefit program.*

*Definitions:*

- **Connection Strategy/ies means methods and actions that support client access and/or enrollment in eligible benefit programs.** This may be a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action **supports client access and/or enrollment in the eligible benefit program.**
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the benefit program.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to provide the benefit. This can be another participating jurisdiction, a system partner, or any

*organization actively participating in providing the benefit.*

## **Benefit Programs**

<b>Benefit Program</b>	<b>Connection Strategy/ies</b>	<b>Lead Entity</b>	<b>Collaborating Entity/ies</b>
CalWORKs	<p>HSA's Center on Homelessness and Economic Self-Sufficiency Departments partner to ensure that all households experiencing homelessness who may be eligible for public benefits such as CalWORKs are encouraged to complete an application. Over the last year, HSA partnered with the Coordinated Entry System (CES) service provider and family shelter providers to develop a direct referral form to apply for CalWORKs services for households who are experiencing homelessness. Prior to this process, CES and family shelter providers would refer households to contact HSA by phone or in-person to start the application process. With this new process, CES and shelter providers can submit a direct referral to the Economic Self-Sufficiency case worker to start the application screening process. The new process helps to streamline referrals and ensure that households who are eligible to receive benefits such as CalWORKs complete the application process.</p>	San Mateo County	CA-512 Daly City/San Mateo County CoC

CalFresh

HSA's Center on Homelessness and Economic Self-Sufficiency Departments partner to ensure that all households experiencing homelessness who may be eligible for public benefits such as CalFresh are encouraged to complete an application. Over the last year, HSA partnered with the Coordinated Entry System (CES) service provider develop a direct referral form to apply for CalFresh services for households who are experiencing homelessness. Prior to this process, CES would refer households to contact HSA by phone or in-person to start the application process. With this new process, CES can submit a direct referral to the Economic Self-Sufficiency case worker to start the application screening process. The new process helps to streamline referrals and ensure that households who are eligible to receive benefits such as CalFresh complete the application process.

San Mateo County

CA-512 Daly City/San Mateo County CoC

Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy

HSA funds the General Assistance program for indigent adults. Through this program, HSA identifies individuals that may be eligible for SSI/SSP and are not currently receiving these disability benefits. HSA funds a program to assist General Assistance applicants with applying

San Mateo County

for SSI/SSP via a contractor. HSA also has a targeted program within its Veteran Services Office to support Veterans eligible for disability benefits to apply for and access benefits program that their eligible with the help of accredited specialists. HSA also provides specialized disability benefits advocacy and housing support through the state-funded Housing and Disability Advocacy Program (HDAP) for households that appear to be SSI/SSDI-eligible or CAPI-eligible, are not yet connected to those benefits, and are experiencing homelessness.

In-home supportive services

In-home supportive services are increasingly a critical component of success in enabling individuals to remain housed successfully. Shelter programs are identifying the need for IHSS among shelter clients and are able to refer clients to IHSS while clients are in shelter. Permanent housing services providers also refer clients to IHSS as needed. HSA ensures that shelter and permanent housing program providers are aware of IHSS and its referral pathways.

San Mateo County

Adult protective services

Access to Adult Protective Services (APS) is centralized via the TIES phone line.

San Mateo County

HSA's role is in ensuring that shelter and permanent housing program providers are aware of APS and its referral pathways, which HSA has done through hosting presentations to homeless services providers. HSA and Aging and Adult Services have recently strengthened connections through collaboration on the Home Safe program.

Child welfare

HSA houses child welfare services for the County. This enables staff within HSA to coordinate closely to prevent homelessness among former foster youth and increase housing resources for this population. HSA's Children and Families Services branch provides intensive services to youth to support their needs including housing as they transition into adulthood. HSA, as the Child Welfare Agency, also maintains a close partnership with Housing Authority of the San Mateo County, which has a supply of Family Unification Program (FUP) Vouchers for youth leaving the foster care system, to ensure they do not become homeless. The local homeless youth provider, StarVista, is actively involved in our CoC and receives HSA funding for a transitional housing program for homeless youth. StarVista received

San Mateo County

Housing Authority of the San Mateo County

HEAP and currently receives HHAP funding for a rapid rehousing program targeting transition-age youth.

Child care	CalWORKs families qualify for childcare to enable parents to engage in work-related activities. HSA's primary strategy for connecting families to childcare resources is via the CalWORKs program. Over the last year, HSA partnered with the Coordinated Entry System (CES) service provider and family shelter providers to develop a direct referral form to apply for CalWORKs services for households who are experiencing homelessness. With this new process, CES and shelter providers can submit a direct referral to the Economic Self-Sufficiency case worker to start the application screening process. The new process helps to streamline referrals and ensure that households who are eligible to receive benefits such as CalWORKs complete the application process. CalWORKs benefits specialists can then assist families with accessing childcare programs.	San Mateo County	CA-512 Daly City/San Mateo County CoC
Medi-Cal benefits through Managed Care Plans	HSA's Center on Homelessness and Economic Self-Sufficiency Departments partner to ensure that all households experiencing	San Mateo County	CA-512 Daly City/San Mateo County CoC



homelessness who may be eligible for public benefits such as Medi-Cal are encouraged to complete an application. Over the last year, HSA partnered with the Coordinated Entry System (CES) service provider develop a direct referral form to apply for Medi-Cal services for households who are experiencing homelessness. Prior to this process, CES would refer households to contact HSA by phone or in-person to start the application process. With this new process, CES can submit a direct referral to the Economic Self-Sufficiency case worker to start the application screening process. The new process helps to streamline referrals and ensure that households who are eligible to receive benefits such as Medi-Cal complete the application process.

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## **Memorandum of Understanding (MOU)**

Upload the Memorandum of Understanding (MOU) that reflects the Regionally Coordinated Homelessness Action Plan submitted under this application.

Optional: Upload any additional supporting documentation the region would like to provide.

### **Memorandum of Understanding (MOU)**

HHAP-5 Action Plan MOU.pdf

### **Supporting Documentation (Optional)**

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## Application Process Certification:

By checking the box below, I certify that that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan in compliance with HSC section 50233(d)-(e) and all of the following is true:

- All Eligible Applicants electing to collaborate to complete the Regionally Coordinated Homelessness Action Plan have engaged in a public stakeholder process that included at least three public meetings before the plan was completed.

## Meeting Dates

### Meeting Dates

11/17/2023

1/12/2024

2/7/2024

- All of the following groups were invited and encouraged to engage in the public stakeholder process:

## Stakeholder engagement

Stakeholders	Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process
People with lived experience of homelessness	County staff attended a Lived Experience Advisory Group (LEAG) meeting where group members were encouraged to provide their thoughts and feedback to the County about spending the HHAP-5 funds in the community.
Youth with lived experience of homelessness	HSA engaged with youth with lived experience through a focus group where the feedback gathered will assist the County in tailoring the regional action plan to better meet the needs of this population. Participants of this feedback sessions were compensated with a \$50 gift card.
Persons of populations overrepresented in homelessness	Stakeholders were invited to attend and actively participate in the three public meetings where the County provided updates and presented data and drafted key actions items. The feedback from the public meetings was used to finalize the Regionally

<p>Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders</p>	<p>Coordinated Homelessness Action Plan.</p> <p>Local department leaders and staff were asked to attend the three public meetings where the County provided updates and presented data and drafted key actions items. The feedback from the public meetings was used to finalize the Regionally Coordinated Homelessness Action Plan.</p>
<p>Homeless service and housing providers operating within the region</p>	<p>Homeless service and housing providers were invited to actively participate at the three public meetings or reach out to County staff with any further comments and feedback on updates, data and drafted key actions items presented at the public meetings.</p>
<p>Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the region</p>	<p>County staff reached out to health care service providers to communicate HHAP information and the purpose of the Regionally Coordinated Homelessness Action Plan. Providers were invited to attend and participate in the three public meetings where the County provided updates and presented data and drafted key actions items.</p>
<p>Street medicine providers and other service providers directly assisting people experiencing homelessness or at risk of homelessness</p>	<p>Street medicine providers were invited to the three public meetings where the County provided updates, presented data, and drafted key actions items. The feedback from the public meetings was used to finalize the Regionally Coordinated Homelessness Action Plan.</p>

**I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.**

Open

### Part 3: Funding Plan

Steps to complete this section:

1. Identify all Eligible Use Categories the Administrative Entity anticipates using.
2. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
3. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10% of all monies received.**
4. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
5. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to:
  - sustain existing investments towards long-term housing stability and supportive services and

- prioritize permanent housing solutions.
6. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the youth set-aside.
  7. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted
    - If the Administrative Entity answers “yes” to either 6 or 7, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term housing stability and permanent housing solutions. This entails summarizing total available dollars for preventing and ending homelessness in the region, including the percentage of these resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for additional shelter.

*Guidance:*

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- 100 percent of the HHAP-5 Base allocation(s);
- 100 percent of the HHAP-5 Planning allocation(s); and
- 100 percent of the Initial Supplemental Funding allocation(s).

**The youth set-aside must total at least 10% of all monies received.**

*Administrative costs **may not exceed 7%** of all monies received.*

***Up to 1%** of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and costs associated with carrying out related activities. Upon agreement between the grantee and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.*

*To add another funding plan for an additional Administrative Entity, click "Add Funding Plan" near the bottom of the page. You will be prompted to provide a specific number of funding plans (1 per Administrative Entity) based on the participation and contracting selections from Part 1: Regional Identification and Contracting Information.*

## **Funding Plans from Administrative Entity/ies in Daly/San Mateo County CoC Participating in this Application**

### **Administrative Entity 1**

**Which Administrative Entity is submitting the below budget?**

San Mateo County

### **Funding Plan - San Mateo County**

<b>Eligible Use</b>	<b>HHAP-5 Dollars</b>	<b>If applicable, Activities These</b>	<b>How are these</b>
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<b>Category</b>	<b>Budgeted</b>	<b>Dollars budgeted for the Youth Set-Aside</b>	<b>Funds will Support</b>	<b>Activities Aligned with the State's Priorities?</b>
Rapid Rehousing	\$400,000.00	\$400,000.00	Rental assistance; Youth set-aside for RRH	HHAP-5 resources will be utilized to continue youth-specific program that began with earlier HEAP/HHAP funds.
Prevention and Shelter Diversion				
Delivery of Permanent Housing and Innovative Housing Solutions				
Operating Subsidies-Permanent Housing				
Operating Subsidies-Interim Sheltering	\$2,405,130.86	\$123,794.55	Congregate shelter/interim housing	HHAP-5 resources will sustain existing congregate shelters, including a youth shelter. All existing interim shelter programs will remain low-barrier and continue to provide intensive case management with the goal of returning clients to housing as quickly as possible.
Interim Sheltering				
Improvements to Existing Emergency				

Shelter

Street Outreach \$2,013,779.00

Outreach and case management for people who are unsheltered.

These services help to meet the needs for people who are unsheltered in regions not served by other County outreach programs. Other homeless outreach programs can only partially meet the needs of the unsheltered population. This funding will allow homeless outreach services to reach more people and create a pathway to enter shelter and permanent housing.

Services Coordination

Systems Support

HMIS \$52,379.46

HMIS

There are additional HMIS needs beyond what existing local and federal funds could support, so HHAP-5 will be utilized to meet this need.

Administrative Costs \$366,656.18

Administrative activities and costs

HHAP-5 resources will help fund the administrative activities

associated with  
HHAP-5.

<b>Total HHAP-5 Dollars Budgeted: \$5,237,945.50</b>	<b>Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$523,794.55</b>
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**Youth Set-Aside Minimum**  
\$523,794.55

**HMIS Maximum**  
\$52,379.46

**Administrative Maximum**  
\$366,656.18

**Does this budget propose to support any new interim housing solutions outside of the youth set-aside?**  
No

**Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?**  
No

## Certification

### Participating Eligible Applicant 1

**Participating Eligible Applicant**  
Selina Toy Lee

**Certification Selina Toy Lee**

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

**Name**  
Selina Toy Lee

**Phone**  
(650) 802-5120

**Email**  
SToy-Lee@smcgov.org

### Participating Eligible Applicant 2

**Participating Eligible Applicant**  
Jessica Silverberg

**Certification Jessica Silverberg**

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

**Name**  
Jessica Silverberg

**Phone**  
(650) 802-3378

**Email**  
[jsilverberg@smcgov.org](mailto:jsilverberg@smcgov.org)



**Memorandum of Understanding (MOU) Between  
County of San Mateo Human Services Agency (County) and  
CA-512 Daly City/San Mateo County Continuum of Care (CoC)**

This memorandum of understanding (MOU) is made and entered into as of 3/26/2024 by and between the County of San Mateo Human Services Agency (County) and the CA-512 Daly City/San Mateo County Continuum of Care (CoC). This MOU outlines actions, roles, and responsibilities and commits the County and the CoC to participate in and comply with the Regionally Coordinated Homelessness Action Plan (RCHAP) completed and submitted as part of the County and the CoC's application for Homeless Housing, Assistance and Prevention Grant Program, Round 5 (HHAP-5). The RCHAP, as it may be amended from time to time, is attached hereto as Exhibit A, and incorporated by this reference. In the event of any conflict between the terms of this MOU and the RCHAP, the RCHAP shall prevail. Unless otherwise provided, terms in this MOU have the meaning set out in the RCHAP.

**I. Commitment to the Regionally Coordinated Homelessness Action Plan (RCHAP)**

- a. The County and CoC agree to adhere to the commitments set out in the RCHAP.
- b. The County and CoC agree to work together in partnership to achieve the objectives of the RCHAP, and to work in good faith to resolve any disagreements or disputes that arise in the performance of that work.

**II. Summary of the RCHAP Components**

The RCHAP has six key sections, outlined below. Within each section, the responsibilities of the CoC and County are outlined.

- a. *Section 2.1 Participating Jurisdictions' Roles and Responsibilities* – A description of the roles and responsibilities of both the County and CoC for (1) Outreach and site coordination, (2) Siting and use of available land, (3) Development of interim and permanent housing options, and (4) Coordination and connection to the delivery of services for individuals experiencing or at risk of homelessness within the region.
- b. *Section 2.2 System Performance Measures Improvement Plan* – Outlines the key actions, collaborators, timeframe, and success measurement method that the County or CoC will take for each of the System Performance Measures for the region.
- c. *Section 2.3 Equity Improvement Plan* - Outlines the key actions, collaborators, timeframe, and success measurement method that the County or CoC will take for each to ensure racial and gender equity in (1) Service delivery, (2) Housing placements, and (3) Housing retention, as well as steps the County and CoC will take to identify changes to procurement and other means to achieve equitable access to housing and services for groups overrepresented among residents experiencing homelessness for the region.
- d. *Section 2.4 Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting* – Outlines the key actions that the County

and CoC will take to reduce the number of people experiencing homelessness upon exiting a (1) Jail, (2) Prison, (3) Hospital, and (4) Other institutional settings (such as foster care, behavioral health facilities, etc.).

- e. *Section 2.5 Plan to Utilize Local, State, and Federal Funds to End Homelessness* – Explains how the region intends to utilize local, state, and federal funding programs to end homelessness.
- f. *Section 2.6 Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs* – Outline how the County and CoC are connecting or will connect people to all eligible federal, state, and local benefit programs.

### III. Terms and Conditions

This MOU shall be in force until revoked in writing by either party or until all HHAP-5 funds have been fully expended. This MOU is an expression of the commitments of the County and CoC to each other; it is not intended to create any legal obligations enforceable by the County, the CoC, or any third party.

The signatures below constitute acceptance of this MOU.

#### County of San Mateo Human Services Agency

DocuSigned by:  
*Claire Cunningham*  
E800B48D75FC4B4...

Claire Cunningham, Agency Director

Date 3/26/2024 | 7:23 AM PDT

#### CA-512 Daly City/San Mateo County Continuum of Care

DocuSigned by:  
*Melissa Platte*  
17161BA37D8841D...

Melissa Platte, CoC Steering Committee Chair

Date 3/25/2024 | 7:28 PM CDT