

HHAP Application Narrative – County of San Mateo

1. Summary of Homelessness In The CoC, Large City, or County

To successfully complete this section, applicants must:

A. Submit their CoC’s complete HUD Longitudinal System Assessment (LSA) from FFY 2018.

B. Use the LSA data to provide (as defined by HUD):		LSA Data Totals
1. Total number of households served in:	Emergency Shelter, Safe Haven and Transitional Housing	1,720 households
	Rapid Rehousing	419 households
	Permanent Supportive Housing	587 households
2. Total number of disabled households served across all interventions.		1,109 households
3. Total number of households experiencing chronic homelessness served across all interventions.		427 individuals
4. Total number of 55+ households served across all interventions.		844 households
5. Total number of unaccompanied youth served across all interventions.		38 individuals
6. Total number of veteran households served across all interventions.		472 individuals
7. Number of <i>individuals</i> served across all interventions who were:	Female	1,161 individuals
	Male	1,611 individuals
	Transgender or Gender Non-Conforming	14 individuals
8. Total number <i>individuals</i> served across all interventions who were:	White, Non-Hispanic/Non-Latino (only)	1,011 individuals
	White, Hispanic/Latino (only)	635 individuals
	Black or African American (only)	570 individuals
	Asian (only)	162 individuals
	American Indian or Alaska Native (only)	120 individuals
	Native Hawaiian/Other Pacific Islander (only)	183 individuals
	Multiple races	82 individuals

2. DEMONSTRATION OF REGIONAL COORDINATION

To successfully complete this section, applicants must provide:

A. Coordinated Entry System (CES) Information

For CoC applicants:

1. Describe how your CES functions, including:

a. What entity is responsible for operating your CES?

b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?

c. How are people referred to available housing through CES?

- (a) The San Mateo County Human Services Agency (HSA) is the Continuum of Care (CoC) Lead Agency and oversees the Coordinated Entry System (CES). HSA contracts with a nonprofit agency in the community to provide Diversion Services and CES services. The identified agency provides housing problem solving (or diversion) with households who are experiencing homelessness or at imminent risk of homelessness. This agency applies a standard assessment and prioritization tool to households in need of homeless services, places households into shelter, and coordinates with HSA on the matching and referral process for housing interventions. HSA allocates housing support programs as they are available to households who have received a CES assessment, using the prioritization tool to connect households with the highest housing needs to the most intensive housing support programs available.
- (b) Entry points for Coordinated Entry to homeless services are at the eight Core Service Agencies (contracted by HSA to provide these services), which are geographically distributed throughout San Mateo County, and each serves a designated area of the County.

As an initial step, the CES conducts a housing problem-solving conversation with each household to determine if an immediate solution to their housing crisis can be identified. For households that cannot identify an alternate housing option, CES uses a locally designed assessment tool that collects information about the length of time homeless, vulnerability, and barriers to housing. Households assessed as being high-need based on these factors are prioritized for a housing support program. HSA's homeless services providers are expected to have low barriers and to accept all referrals from CES who meet the program eligibility criteria.

For people experiencing unsheltered homelessness, the homeless outreach providers connect with them and encourage them to go to a Core Service Agency for both an assessment and for connections to mainstream resources. For those unsheltered households who do not wish to go to a Core Service Agency, homeless outreach providers collaborate with Diversion and CES staff to have the assessment completed in the field.

- (c) All housing support programs that are designated to serve households experiencing homelessness are accessed through the CES, including Permanent Supportive Housing and Rapid Rehousing programs. HSA is responsible for referring households to available housing support programs based on their CES assessment tool results, available vacancies, and any specialized program eligibility criteria (e.g., chronic homelessness). For referrals to housing interventions, HSA utilizes a priority pool based on the prioritized list of households who have received a CES assessment.

The priority pool is designed to minimize the amount of time a household must wait for a referral to a housing support program and ensure those with the highest needs are prioritized for the most intensive assistance based on their prioritization score. The household with the highest priority on the list will be matched to the first available housing support program

vacancy. If the household does not meet the identified program eligibility criteria, HSA staff may go to the next household on the list until an eligible household is found to fill the vacancy. For households who are unsheltered and are assessed to have high needs, HSA may assign Homeless Outreach Team case management services to provide intensive support in identifying a housing solution. The referral is then documented in the HMIS system, and a connection is made between the household and the housing intervention program. All housing support programs are expected to have low barriers and to accept all referrals from CES.

2. How do you promote the utilization of your CES? Specifically:

a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?

b. What is the grievance or appeal process for customers?

c. How do you provide culturally responsive services to people experiencing homelessness?

- (a) The Core Service Agencies, as the access points to CES, are widely marketed and available, including to people experiencing chronic homelessness, veterans, families with children, youth, survivors of domestic violence, people with language barriers, and people with physical or mental disabilities. Special outreach is conducted by the eight Core Service Agencies directly and through partnerships in their geographic areas to populations least likely to seek assistance. Outreach is conducted through partners such as law enforcement, mental health service providers, medical clinics, schools, city staff, community advocates, and others. The homeless outreach providers conduct outreach to people who are unsheltered throughout the community. Homeless outreach providers work with the County Health Department Street Medicine team to identify and serve medically vulnerable homeless individuals and connect them to shelter and housing via CES. In addition, HSA markets the CES access points to the community in various ways, including in regular email updates to the general community, service providers, County and City staff, updates and announcements at community meetings, and on the HSA website.
- (b) San Mateo County CoC strives to ensure that each person who interacts with CES is treated with dignity and respect, and that all client concerns are heard and addressed appropriately. The purpose of the CES Grievance Policy is to ensure a fair, timely, and accessible process for clients to file a grievance with CES, and for such grievances to be addressed.

CES staff inform clients of their right and ability to file a grievance or concern. All client concerns and grievances are resolved promptly and fairly, in the most respectful, appropriate, and informative manner possible. Clients are informed of and provided with the following processes for filing a concern or grievance, which vary based on individual circumstances.

The appeal process steps are as follows:

- The client completes the Coordinated Entry Appeal Form. Any relevant documentation may be attached to the form.
- The Coordinated Entry Program Manager or Director of Programs and Services responds to each appeal in writing within three business days.
- The Coordinated Entry Program Manager or Director of Programs and Services reviews the written appeal, consults with the CES team, and reviews the case and issues a response to the client.
- If the client disagrees with the response from the Coordinated Entry Program

Manager or Director of Programs & Services, the client may file a written grievance with HSA. HSA will review the grievance, receive additional information from the client and the CES program, and will issue a response to the client.

- (c) All homeless and housing service providers within San Mateo County strive to provide culturally responsive services. Homeless services and housing programs are designed to be client-centered, with individual service plans for each participant to reflect the diversity of experience present in our community. HSA's non-discrimination policies call for accommodations as needed to enable cultural responsiveness across all programs. The prioritization tool and process adopted by CES are designed to be fair and nondiscriminatory. To the maximum extent possible, prioritization criteria are designed to be objective and to focus on concrete housing barriers and vulnerability factors.

All programs that receive referrals from the CES are required to comply with all applicable state and federal civil rights and fair housing laws and requirements, including, but not limited to, the following.

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

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

3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

This question is not applicable; San Mateo County has achieved successful CES implementation through coordination and collaboration with community partners, local stakeholders, and homeless and safety-net service providers. CES was developed through a collaborative process with these stakeholders. HSA engages in continuous dialogue with service providers and other community partners on the CES process and procedures to ensure those who are experiencing homelessness are connected to the appropriate services as soon as possible and to continually enhance the ways that services are offered.

B. Prioritization Criteria

1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?

The CES uses a locally developed assessment tool and process that prioritizes households with the highest needs, as measured by their length of time homeless, barriers to housing, and vulnerability. The general approach to prioritization is to (1) ensure households experiencing homelessness with the most urgent needs and highest vulnerability are able to access shelter as quickly as possible, and (2) ensure those with the highest housing barriers and greatest vulnerability are referred to the best-fit housing intervention.

2. How is CES, pursuant to 24 CFR 578.7(a)(8) used for this process?

As an initial step, CES conducts a housing problem-solving (diversion) conversation with each household to determine if an immediate solution to their housing crisis can be identified. For households that cannot identify an alternate housing option, CES uses the locally designed assessment tool to prioritize the highest-need, most vulnerable households in the manner described above. When shelter availability is limited, households seeking shelter are prioritized for available shelter resources according to the CES assessment prioritization. Similarly, households assessed as being high-need based on these factors are prioritized for a housing support program, independent of shelter placement. CES serves as the access point for all housing interventions targeting households experiencing homelessness, including programs funded under CoC, ESG, and other state and local funding sources.

HSA and providers are committed to ensuring the safety of households fleeing domestic violence (DV) while respecting housing choice. As part of the CES assessment, households accessing CES are screened to determine if there is a safety concern and are referred to a DV shelter or housing program if appropriate, or to a non-DV homeless services provider if safe. CES refers and connects the client to the community's DV survivor service provider. The DV provider conducts a safety and needs assessment using survivor-centered practices. If appropriate, the DV provider offers them housing in a DV survivor shelter with a confidential location to meet immediate needs. Households may also be referred to any of the services provided by the DV provider, including housing, legal services, and mental health services.

Individuals may contact the DV provider directly via a trauma-informed, survivor-centered 24-hour hotline, which serves as an access point to the DV provider's services. These programs are designed to connect survivors to individualized supportive services while restoring their sense of safety, choice, and control.

DV provider client data is stored securely in a separate, HMIS-comparable database.

Regardless of whether clients initially contact the homeless system through a DV provider or CES, clients are referred to shelter and housing support programs based on their unique circumstances (e.g., safety needs, behavioral health needs).

The CoC has adopted a set of policies to support DV survivors, including a policy on Emergency Transfer Plans. HSA provides technical assistance to ensure that covered programs maintain procedures in compliance with VAWA, HUD's Emergency Transfer Rule, and all other applicable regulations.

C. Coordination of Regional Needs

1. How have you coordinated with your partnering CoC, large city (if applicable), and/or county to identify your share of the regional need to address homelessness?

HSA is applying for HHAP funds as the County of San Mateo and as the Continuum of Care lead agency for CoC CA-512 (Daly City/San Mateo County). These jurisdictions both cover the same geographic area with no Large City within the jurisdiction limits. The County of San Mateo Human Services Agency is both the Authorized Entity for HHAP funds and the Lead Agency for the San Mateo County Continuum of Care.

2. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?

This application represents a request for the full 100% of HHAP funds for both the County of San Mateo and the Continuum of Care CA-512 (Daly City/San Mateo County) for the shared jurisdiction of San Mateo County.

San Mateo County has an established strategic plan on homelessness by creating a cohesive homeless crisis response system, investing in best practices, and reorienting the homeless system towards housing crisis response. HEAP funds have enabled San Mateo County to continue implementing and expanding strategies outlined in the plan, including through piloting an institutional diversion program. HEAP funds also enabled HSA to add new services for an increasing number of people living in vehicles. HHAP funds will provide opportunities to meet some of the emerging needs and to continue funding some of the HEAP-funded pilot programs. Those programs include additional youth services, rapid rehousing services for households living in vehicles, additional street outreach services, housing voucher navigation services to expedite access to PSH vouchers, extending emergency shelter program operations hours, and diversion services for individuals in institutions. Continued funding for these programs is essential to address emerging local needs to assist people experiencing homelessness to return to housing as quickly as possible.

D. Creating Sustainable, Long Term Housing Solutions

1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?

Examples could include, but are not limited to:

- a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.**
- b. Developing or strengthening data and information sharing across and within jurisdictions.**
- c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.**

San Mateo County's goal is that all community members have safe and stable housing. In San Mateo County, the responsibility for planning to address homelessness and housing is shared collaboratively among a broad group of stakeholders, including County Departments, local cities, and non-profit agencies.

The San Mateo County Human Services Agency (HSA), as the Continuum of Care (CoC) lead agency, leads the coordination of the County's work to address homelessness, including the creation of the County's strategic plan on homelessness. San Mateo County continues to implement and build upon strategies in our strategic plan to reach a functional zero level of homelessness by creating a cohesive homeless crisis response system. As part of that system, HSA has invested in homelessness prevention funds. Financial assistance for homelessness prevention and other emergency financial needs are embedded within the Core Service Agencies, which are community-based providers geographically distributed throughout the county. The network of Core Service Agencies, which has been in place in the community for over 40 years, serves as a front door for a range of safety net services. The Core Service Agencies provide referrals to benefits offices, food resources, and legal services, including for landlord-tenant disputes. These services help ensure that low-income households can meet their basic needs.

Within San Mateo County, county and city governments are increasingly engaging with the issue of homelessness. Through various community meetings, including the quarterly public meeting HOPE IAC, HSA provides data, seeks input, and facilitates brainstorming between service providers, cities, county supervisors, and other stakeholders. HSA partners closely with the County's Department of Housing and Housing Authority, which continue to invest in increasing housing stock for low-income households.

The County's Department of Housing (DOH) leads the coordination of the County's work to address affordable housing opportunities through various stakeholder groups, including Home for All and 21 Elements. Home for All is a countywide collaborative effort, consisting of local elected officials, the City/County Association of Governments (C/CAG), the San Mateo County Community College District, the San Mateo County Office of Education, the Non-Profit Housing Association of Northern California, the local transit agency, commercial representatives, legal services, non-profit affordable housing developers, and many other community partners. Home for All works to build broad support and create actionable steps to bring a variety of housing options to San Mateo County, including plans to align and leverage various funding sources to support affordable housing projects, implement community outreach and engagement strategies, and address transportation and parking needs. 21 Elements is an award-winning collaborative network that helps all the jurisdictions in San Mateo County address their

housing needs. Co-sponsored and coordinated by DOH and C/CAG, 21 Elements brings together city planning and community development staff to provide technical assistance and support for providing a variety of housing options for their respective communities. Informally, DOH continues to maintain strong partnerships with the affordable housing development community. DOH staff regularly engages with its development partners to identify potential sites for housing, funding sources, and other County and community service partners to help facilitate the successful completion of affordable housing projects that serve our most vulnerable populations.

RESOURCES ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Existing Programs and Resources

1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.

This list should include (where applicable), but not be limited to:

- a. Federal Funding (Examples: YHDP, ESG, CoC, CSBG, HOME-TBRA, CBDG)**
- b. State Funding (Examples: HEAP, CESH, CalWORKs HSP, NPLH, VHHP, PHLA, HHC, Whole Person Care, HDAP, BFH)**
- c. Local Funding**

The below table lists funds used throughout San Mateo County to provide housing and homeless services. The funding listed in this table may include programs that serve both people experiencing homelessness and also people who are at risk of experiencing homelessness. The list also includes funding for supportive housing services for people who had previously experienced homelessness.

San Mateo County FY19-20 Budget for Homelessness Services and Prevention		
Program Type	Funding Amount	Funding Sources
Supportive Housing/PSH	\$71,116,712	AHSC, CoC, HOME, VASH, IIG, MHSA, NPLH, RDA, Section 8/Moving to Work, Section 811/Mainstream, County funds
Shelter	\$12,699,609	CoC, HEAP, County funds, other revenue
Rapid Rehousing and Housing Location	\$6,374,240	CoC, ESG, CalWORKs, HDAP, HEAP, County funds
Street Clinics	\$4,892,738	HCH, County Funds
Homelessness System Coordination and Planning	\$1,653,544	CoC, CSBG, HEAP, County funds
Medical Respite	\$1,340,463	Medicaid Waiver, County funds
Employment Services	\$1,236,000	County funds
Emergency Rental Assistance	\$1,121,280	CSBG, HEAP, County funds
Diversion & Coordinated Entry System	\$1,022,615	HEAP, County funds
Outreach and Engagement	\$994,578	HEAP, County funds
Mental Health and Substance Use Services	\$763,109	MHSA, County funds
TOTAL	\$ 103,214,888	

2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

County and CoC HHAP funds will be administered by the County of San Mateo Human Services Agency, which serves as the CoC Lead, so County and CoC HHAP allocations will be administered together. There are no HHAP Large Cities within the County.

The County maintains close collaborations with local cities on overall community needs, housing development planning and resources, homeless outreach services, homeless shelters, and other topics.

While HSA administers much of the homelessness funding, coordination of federal, state, and local 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 Manager's Office, HSA, 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), and the Sheriff's Office.

Coordination to increase system alignment takes place in regular communication between County departments and the convening of multiple groups within the County's system. As the Lead Agency for the CoC, HSA hosts the CoC Steering Committee that convenes quarterly to discuss homeless system-

level updates within the CA-512 (Daly City/San Mateo County) Continuum of Care. Community partners from various stakeholder groups attend, including people with lived experience, homeless providers, mainstream services, the criminal justice system, health providers, the Public Housing Authority, CDBG entitlement cities, and others. Additionally, County department heads convene monthly for the Housing Our Clients workgroup, which aims to increase housing opportunities for people who are at risk of or experiencing homelessness. Additionally, the Department of Housing facilitates the Housing Operations and Policy meeting for coordinated landlord engagement efforts, provider agencies that engage in housing location services, and the California Apartment Association.

3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

San Mateo County has successfully established a homeless crisis response system. However, there remain gaps in the capacity of certain areas of the system, and as emerging needs arise, increases in capacity to the homelessness system are required to meet these needs. HSA regularly collaborates with homeless services providers and community partners to address emerging local needs and to identify gaps in services.

The current gaps within our jurisdiction include insufficient access to the following services:

- Housing stock that is affordable to people with extremely low incomes and that will accept households with barriers to housing.
- Outreach services and flexible housing solutions for households living in RVs. This is a significant emerging need; the 2019 point-in-time homeless count found a 127% increase in households living in recreational vehicles (RVs) since 2017, which now constitute the majority of the unsheltered population in the county. In contrast, other segments of the unsheltered population decreased in number over the same period.
- Homelessness prevention funding to meet the financial assistance needs throughout the community.
- In-reach in institutions to begin homelessness diversion during the institutional stay for individuals residing in jails and inpatient medical facilities.
- Outreach services for unsheltered individuals.
- Shelter capacity and services for adults.
- Housing subsidy programs with supportive services.

B. HHAP Funding Plans

1. Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.

HEAP provided an opportunity to fill some of the identified gaps in San Mateo County's homeless services system, and to address emerging needs. However, HEAP funding is one-time and will be

unavailable after June 2021. With HHAP funds, the County plans to fund emerging needs and to continue some funding for some of the critical programs that are funded with HEAP.

Prevention and Shelter Diversion to Permanent Housing: HSA is utilizing HEAP funds to fill some of the gaps in the existing diversion resources by launching a pilot program for homeless diversion/housing problem solving. This program specifically serves people at risk of homelessness who have exited from a designated institution, such as a jail or hospital. The County plans to use \$438,136.88 in HHAP funds to extend and refine this pilot program over the period of FY21-22 through FY24-25.

Outreach and Coordination: HSA has identified a need for additional outreach services throughout our jurisdiction:

- In order to meet the emerging need of services to people living in RVs, the County plans to expand outreach and case management services for people living in RVs to assist with connecting them to housing, benefits, and other resources. For these services, HSA will allocate \$360,855 for FY20-21 and FY24-25.
- Through HEAP funding, HSA is currently funding expanded outreach services, including outreach and case management services for people who are unsheltered, including those living in RVs. The County is planning to provide HHAP funds to continue some of the new outreach services in the amount of \$376,224.96 for FY21-22 through FY24-25.
- **Innovative Solution:** In order to ensure that unsheltered individuals have access to permanent supportive housing vouchers, the County has funded an innovative solution in the form of a new housing voucher navigation service. This program assists people who are experiencing unsheltered homelessness, matched to a housing intervention by CES and are not already connected to case management services with completing the housing intervention application process. This innovative new program is helping to ensure that individuals with the highest needs can access supportive housing programs. The County plans to provide HHAP funds for one additional year of housing voucher navigation services for \$100,771.48 for FY21-22.

The combined total of HHAP funding dedicated to outreach and coordination will be \$837,851.44.

Shelter (Operating Subsidies and Reserves): With HEAP funds, the County has been able to fund daytime operations for an emergency shelter for adults that was previously only open to clients at night. With HEAP funds, the shelter is now able to operate for 24 hours, 7 days a week, while providing on-site housing-focused case management and computer space for shelter residents and others in need. The County plans to continue to provide some funding toward the daytime services on-site. The County plans to continue funding daytime shelter operations with HHAP funds with \$589,042.59 for FY21-22 through FY23-24.

Rapid Rehousing: One of the strategies identified in the County's strategic plan is rapid rehousing. Rapid rehousing is an evidence-based practice for quickly and effectively addressing homelessness for many adults and families. The County is using HEAP funds to temporarily expand rapid rehousing capacity for adults and families with children in the community while specifically targeting people living in RVs and vehicles. A growing need for services for households living in vehicles has emerged as the number of households living in vehicles throughout San Mateo County has increased significantly. This RRH program includes the flexibility to fund flexible solutions to homelessness for RV residents, such as obtaining registration or mechanical fixes required to establish residence in an RV park. Due to the high level of need for housing and homeless services for this population in our jurisdiction, the County plans to continue funding this RRH program with HHAP funds for \$1,051,528.48 for FY21-22 through FY24-25.

Additionally, in order to meet the housing needs of transition-age youth, HSA has allocated HEAP funds to a rapid rehousing program for youth. With the local housing market being difficult to navigate due to high housing costs and limited housing availability, the rapid rehousing for youth program is essential to provide participants with developmentally appropriate services to navigate housing search and independent living in order to obtain and maintain permanent housing. HSA plans to continue funding for this program tailored specifically to youth using \$274,499.71 of HHAP. This funding constitutes an 8% youth set-aside.

The combined total of HHAP funding dedicated to rapid rehousing will be \$1,326,028.19.

Administrative Costs: Lastly, HSA plans to set aside 7%, or \$240,187.24, of the HHAP funding allocation amount, for administrative purposes.

HSA continually assesses emerging needs and gaps in the homeless services system based on system data and in consultation with county departments and service providers. As needs change over the HHAP spending timeframe, HSA may shift HHAP fund usage over time to best meet the community's needs for homeless services.

2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?

HSA and its community partners are committed to a Housing First approach throughout the homeless crisis response system. Housing First is a foundational strategy in the community's strategic plan on homelessness, since it is critical in the work to reach a functional zero level of homelessness. HSA includes adherence to Housing First principles as a requirement in our requests for proposals and our contracts for homeless services. Adherence to Housing First principles is also included as scoring criteria in the local CoC funding competition.

Over the past several years, HSA has worked closely with community partners and providers to support Housing First implementation in all homeless services. Additionally, HSA has provided training and technical assistance to provider agencies to help them deepen their implementation of Housing First in all programs and to provide support as providers are doing this work in the very challenging local housing market.

PARTNERS ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Collaborating Partner Efforts

Please note: per [Program Guidance](#), page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3 below.

- **Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.**
- **Describe any barriers that you experience in partnering, and how you plan to address them.**
- **Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.**

The County collaborates in various ways with community partners, including those who will be working with the County on identified HHAP projects. One of the main opportunities for the County to collaborate with multiple community partners on a regular basis is through committees and service provider meetings that provide the opportunity to analyze and discuss the homeless services system in various ways.

The CoC Steering Committee includes members with varying levels of expertise, including people with lived experience, homeless providers, mainstream services, the criminal justice system, the health system, the Public Housing Authority, CDBG entitlement cities, and others. Meetings are open, and non-members can attend.

On a quarterly basis, HSA hosts a meeting for homeless and safety net providers. This meeting provides an opportunity for homeless and safety net provider staff to discuss program updates, receive homeless services system updates from HSA, and receive valuable information through presentations from community partners who provide specialized services to people experiencing homelessness.

Monthly multi-disciplinary team (MDT) meetings are held for the high-needs clients receiving housing-focused case management from the homeless outreach providers. These MDT meetings are held monthly throughout the jurisdiction of San Mateo County in each of seven regions covered by the homeless outreach providers. Community members participating in these meetings include homeless outreach case managers, city staff, county staff, HSA staff, Behavioral Health and Recovery Services (BHRS), law enforcement, Core Service Agencies staff, homeless shelters staff, Department of Housing, CES staff, and Community Health Outreach Workers (CHOW).

Recently, the San Mateo County Board of Supervisors created a Homelessness Subcommittee, which is overseeing new initiatives and increasing collaboration with cities and community stakeholders.

HSA has also worked to create workgroups for providers that provide various types of services in the County, including a rapid rehousing workgroup and an outreach workgroup. The intention behind these workgroups is that providers, including those with HHAP-funded services, will have a space to share information and learn new information from their peers on what is working when providing services.

In addition to the established meetings and committees, HSA works closely with providers on a regular basis to ensure that collaboration and coordination of services occurs throughout the jurisdiction. HSA gathers input from agencies working to address homelessness through the public meetings of the Community Action Agency and the HOPE Interagency Council (a committee that includes local elected officials). At these meetings, HSA also invites various speakers to provider meetings to share information about community resources and to brainstorm about addressing emerging needs.

5. SOLUTIONS TO ADDRESS HOMELESSNESS

To successfully complete this section:

Applicants that Submitted a Strategic Plan for CESH must:

- **Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.**

Please note: Per HSC § 50219(a)(6), all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Applicants that did not Submit a Strategic Plan for CESH must:

- **Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction.**

Examples:

- **Decrease the percent of our jurisdiction's total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).**
- **Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2,000 households from 2018)**
- **Increase the percent of successful shelter exits into permanent housing by 5 percentage points annually (baseline of 60%).**

Please note: Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

The following table listed selected HHAP targets by program for the planned period of HHAP expenditure.

HHAP Targets						
Planned HHAP-funded Programs	Term (yrs)	Total Served (HH)	Total Served (Indiv.)	Total Housed (HH)	Total Placed in Permanent Housed (Indiv.)	Additional Target (if applicable)
Homelessness Diversion for Individuals Exiting Institutions	4	789	789	274	274	15% remain housed 90 days after exit
Outreach and Engagement (RV dwellers)	5	142	168	22	25	
Outreach and Engagement (general)	4	298	351	46	53	
Housing Voucher Navigation	1	28	28	25	25	
Shelter Operations	3	545	545	135	135	100% receive housing-focused case management
RRH for Youth	2	11	11	11	11	85% remain housed 1 year after move-in
General Rapid Rehousing, including for Households Living in Vehicles	4	64	76	62	73	85% remain housed 1 year after move-in
Sum of Program Totals		1,937	2,002	623	643	



HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) ANNUAL BUDGET TEMPLATE

APPLICANT INFORMATION

CoC / Large City / County Name:

County of San Mateo

Receiving Redirected Funds? Y/N

Yes

Administrative Entity Name:

County of San Mateo Human Services Agency

Total Redirected Funding

\$ 1,781,143.93

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ -	\$ 400,131.97	\$ 400,131.97	\$ 262,882.12	\$ 262,882.12	\$ 1,326,028.19
Operating Subsidies and Reserves	\$ -	\$ 196,347.53	\$ 196,347.53	\$ 196,347.53	\$ -	\$ 589,042.59
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)	\$ 72,171.00	\$ 269,332.59	\$ 168,561.11	\$ 168,561.11	\$ 159,225.63	\$ 837,851.44
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ -	\$ 109,534.22	\$ 109,534.22	\$ 109,534.22	\$ 109,534.22	\$ 438,136.88
New Navigation Centers and Emergency Shelters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ 60,046.81	\$ 60,046.81	\$ 60,046.81	\$ 60,046.81	\$ 240,187.24
TOTAL FUNDING ALLOCATION						\$ 3,431,246.34
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ -	\$ 137,249.86	\$ 137,249.85	\$ -	\$ -	\$ 274,499.71

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL

Ken Cole
Agency Director

Collaborative Community Outcomes
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February 13, 2020

To Whom It May Concern:

The County of San Mateo Human Service Agency (HSA) is writing this letter in support of the Homeless Housing, Assistance and Prevention Program (HHAP) funding application from the County of San Mateo and the CA-512 Daly City/San Mateo County Continuum of Care (CoC), and also to support the redirection of the CA-512 CoC's HHAP allocation to the County of San Mateo in the amount of \$1,781,143.93 in order to combine the CoC HHAP allocation with the County HHAP allocation to streamline administration and reporting related to HHAP.

HSA serves as both the Authorized Entity for County HHAP funds and the lead agency for the CA-512 CoC, so combining the CoC and the County HHAP allocations into one allocation will provide streamlining to the overall administration of HHAP.

HSA partners closely with other County departments, cities, community-based organizations and others to ensure a strong local homeless crisis response system. HSA oversees the Coordinated Entry System (CES), the collaboration and coordination of homeless and safety net services, and the administration of local, state and federal funding for homeless services.

Sincerely,

Ken Cole on behalf of Ken Cole

Ken Cole, Agency Director
County of San Mateo Human Services Agency

