



California Department of Housing and Community Development

HHAP Round 6 Regionally Coordinated

Homelessness Action Plan

Section 1. Regional Identification and Contracting Information

Steps to complete this section:

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

Regional Application Participation

Continuums of Care (CoCs)

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

Large Cities ("City" or "Cities")

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

Counties

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

LA Region

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

Contracting

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

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

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

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

Daly/San Mateo County CoC Region

Daly/San Mateo County CoC

CA-512 Participation

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

CA-512 Contracting

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

CA-512 Designated Administrative Entity

San Mateo County

Contact Title

Director of the Center on Homelessness

Name

Amy Davidson

Email

adavidson@smcgov.org

Phone

(650) 670-2546

San Mateo County

San Mateo County Participation

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

San Mateo County Contracting

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

Contact Title

Director of the Center on Homelessness

Name

Amy Davidson

Email

adavidson@smcgov.org

Phone

(650) 670-2546

Number of Contracts

1

Section 2. Documentation of Stakeholder Engagement

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

Meeting Dates

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

Stakeholder engagement

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

People with lived experience of homelessness, including but not limited to survivors of domestic violence.

The County facilitates regular meetings of the San Mateo County Lived Experience Advisory group (LEAG). The LEAG is a CoC committee and provides lived experience perspectives for the County and CoC on various initiatives and applications. A LEAG member serves as a representative at the CoC Steering Committee. Additionally, the County held an input session with the LEAG on May 16, 2025. County staff presented information from the HHAP-5 regionally coordinated homelessness action plan and asked meeting attendees to provide their feedback on what should be included in the HHAP-6 plan. This input session was in addition to the public stakeholder process in an effort to gather additional feedback from people with lived experience of homelessness.

The LEAG emphasized that social supports, such as peer support or mental health support, would improve people's capacity to access and retain housing. This was incorporated into Key Action 9.

The LEAG recommended investigating gaps in services to better understand why people are not connecting to services. This feedback was incorporated into Key Action 3.

The LEAG identified schools as places where targeted outreach could improve connections to the homelessness response system. This feedback was incorporated into Key Action 8.

Youth with lived experience of homelessness.

In addition to the public stakeholder process, the County held an input session with current residents of the youth shelter serving youth between the ages of 16-21. County staff collaborated with shelter staff to ensure that the session's environment was inviting for participation and encouraged feedback. Through collaboration with the youth shelter provider, it was determined that a separate engagement for youth would be more fruitful than just asking them to attend a broad, public session

Youth with lived experience of homelessness recommended high schools and community-based "third spaces", social environments outside of the home, work, or school, as places to conduct homelessness prevention outreach. Their feedback was incorporated into Key Action 8.

Local department leaders and staff of qualifying smaller jurisdictions, including child welfare, public welfare, health care, behavioral health, justice, and education system leaders.

The County invited stakeholders in these categories to the April 11, May 7, and July 11 meetings. The County reviewed meeting attendance and sent out personalized invitations for the July 11 meeting to stakeholders who were invited but did not

City staff and education leadership recommended partnering with community schools. This feedback was incorporated into Key Action 8.

Behavioral Health leadership recommended working to support people who have been placed in out-

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

invitations to the contacts recommended by HCD to feedback sessions on October 21st. One feedback session was held in the morning and the second in the afternoon to maximize opportunities for attendance.

Representatives from tribal governments encouraged increased communication between the homelessness safety net system and with tribal governments. This feedback has been incorporated into key actions 3, 4, and 9.

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

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

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

Open

Section 3. Regionally Coordinated Homelessness Action Plan

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

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

Regional Roles, Responsibilities, and Housing and Homelessness Service Policies

3.a. Regional Partners' Roles and Responsibilities

3.a.1. Outreach and Site Coordination

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

Entry System (CES), which facilitates access to resources and services for those at risk of homelessness or experiencing homelessness, and participate in MDTs to coordinate services for those in shelter with long-term stays.

San Mateo County

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

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

Eligible Applicant

Describe how the Eligible Applicant will coordinate efforts to identify and promote use of available land for the production of interim or permanent housing in the region

San Mateo County

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

identify opportunities for County assistance with infrastructure improvements to support new housing; continuing to expedite permit review and waive planning and building fees for projects providing housing affordable to lower-income households, including seniors, special needs populations, and persons with disabilities; refining GIS-based mapping applications to inform developers of available housing sites; collaborating with housing developers to identify sites for developing affordable housing for farmworkers.

HSA staff meet at least biweekly with County Department of Housing staff, as well as the County Executive and Health Department to discuss current housing development projects, plans, and operations for affordable housing for this population.

Daly/San Mateo County CoC

The CoC supports the development of interim and permanent housing options by coordinating with CoC participating agencies and identifying opportunities to expand housing capacity and services. The CoC prioritizes permanent supportive housing projects and currently funds multiple permanent housing projects.

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

Eligible Applicant

Describe your engagement with housing developers, including developers of permanent supportive housing, to coordinate the financing of interim and permanent housing

San Mateo County

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

developers on applying for multiple sources of funding, for example, with Project Homekey, which the County and developers have so far been awarded funds for both interim and permanent housing projects.

Daly/San Mateo County CoC

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

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

Eligible Applicant

Describe how the Eligible Applicant is coordinating, connecting, and delivering services - including Mental Health Services Act or Behavioral Health Services Act within the region - to individuals experiencing homelessness, or at risk of experiencing homelessness

San Mateo County

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

qualifications for assistance, food, clothing, emergency financial assistance for rent or utilities, school supplies for students, other basic necessities, and referrals to the Coordinated Entry System. As part of its Encampment Resolution Fund program, COH collaborated with Behavioral Health and Recovery Services to deliver MHSA/BHSA-funded mobile mental health services to people living in encampments, which also links them to longer-term supports such as Full-Service Partnership (FSP)s.

Daly/San Mateo County CoC

HSA, the lead agency for the CoC, oversees the coordination of and connection to services for households within the region that are at imminent risk of or currently experiencing homelessness. HSA contracts with a CoC-participating non-profit organization to operate the Coordinated Entry System (CES). The CES provides all eligible households with Diversion services with the primary goal of helping clients obtain, maintain, or return to their housing and intervene before households enter the homeless system. The CES completes an assessment with households that are unable to be diverted and refers them to an appropriate resources, shelter and/or housing interventions as applicable. HSA also partners with two other County departments (the Sheriff's Office and the County Health's Medical Center) to streamline client referrals from jail and hospital institutions to CES, improve clients' accessibility to homeless services, and decrease the number of clients who are discharged from institutions to unsheltered sleeping locations.

HSA manages a central referral list for housing placement via CES and makes referrals to permanent housing programs, including BHSA/MHSA permanent housing programs, based on the number of openings weekly. HSA reviews CES referral acceptance policies and practices to ensure programs are compliant with Housing First principles.

HSA facilitates the Racial Equity Committee (REC) as a subcommittee of the CoC to guide the work of the CoC and support service providers with enhancing the delivery of culturally competent services. The REC, which convenes every other month, consults on various projects for the CoC and brings together partners from different program areas across the homeless response system to develop strategies to prevent and eliminate racial disparities. The diverse perspectives of the members allow the committee to offer coordinated feedback that considers the needs of different subpopulations that are served by the homeless system and connect providers with each other so they can improve their understanding of how their organization's work relates to that of other providers. Every quarter, the committee updates and analyzes a data dashboard that includes a snapshot of the racial/ethnic composition of households served by the homeless response system compared to the that of the general County population and evaluates data that is disaggregated

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

3.a.5. Policies for Addressing Encampments

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

<p>programs such as Medi-Cal, CalFresh, CalAim Enhanced Care Management, etc. Those who are interested will be enrolled in housing-focused case management and assigned a case manager who will support them with referrals to shelter placements, developing and following housing plans, and completing paperwork. Encampment residents in this zone will be eligible for referral and enrollment in one of the ERF-specific housing programs, including: a rapid rehousing program that will allow housed residents to remain in the pool of eligible applicants for a long-term housing voucher; a bridge housing program in which highly vulnerable encampment residents will be placed until vacancies at</p>	<p>Human Services Agency (HSA) executes contract with Abode Services for Rapid Rehousing and Bridge Housing programs.</p> <p>4/2025: Referrals to Rapid Rehousing and Bridge Housing programs began.</p> <p>5/2025: HSA executes contract with SMC Department of Housing for ERF-supported Permanent housing interventions.</p> <p>12/2025: Targeted behavioral health services begin.</p> <p>5/2027: Last planned exit from the encampment to permanent housing.</p>
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		permanent supportive housing sites open, or; direct placement in a permanent housing program.				
Northern San Mateo County (SMC) Zone	132	Outreach staff will collaborate with Coordinated Entry System providers and healthcare partners to support service delivery, including access to shelter, housing vouchers/subsidies, medical care, and behavioral health services for encampment residents. When cities or transit agencies announce upcoming encampment closures, HSA and Outreach collaborate to ensure encampment residents are offered tailored services. Outreach case managers will build holistic, housing-focused case plans with the most vulnerable encampment residents.	26 individuals to move from encampments into permanent housing in FY25-26, and 26 individuals to move from encampments into permanent housing in FY26-27	No	No	San Mateo County
Bayside Zone	187	Outreach staff	17	No	No	San

will collaborate with Coordinated Entry System providers and healthcare partners to support service delivery, including access to shelter, housing vouchers/subsidies, medical care, and behavioral health services for encampment residents. When cities or transit agencies announce upcoming encampment closures, HSA and Outreach collaborate to ensure encampment residents are offered tailored services. Outreach case managers will build holistic, housing-focused case plans with the most vulnerable encampment residents.

individuals to move from encampments into permanent housing in FY25-26, and 17 individuals to move from encampments into permanent housing in FY26-27

70 individuals to move from encampments into interim housing in FY25-26, and 70 individuals to move from encampments into interim housing in FY26-27.

Mateo County

ERF – Burlingame/San Mateo	122	In collaboration with Caltrans and the Cities of Burlingame and San Mateo, ERF	12/2024: Outreach began at encampment sites.	Yes	24-ERF-3-R-100018	San Mateo County
		multidisciplinary teams (including specialists outreach, coordinated	12/2024: Shelter referrals and placements			

<p>entry, mental and behavioral health, public health and medical care, etc) will engage with and provide field-based services to encampment residents in the Burlingame/San Mateo CHEZ zone, including referrals to and enrollment in other supportive programs such as Medi-Cal, CalFresh, CalAim Enhanced Care Management, etc. Those who are interested will be enrolled in housing-focused case management and assigned a case manager that will support them with referrals to shelter placements, developing and following housing plans, and completing paperwork. Encampment residents in this zone will be eligible for referral and enrollment in one of the ERF-specific housing programs, including: a rapid rehousing program that</p>	<p>began.</p> <p>1/2025: In-field diversion and coordinated entry assessment s and services began.</p> <p>2/2025: San Mateo County (SMC) Human Services Agency (HSA) executes contract with Abode Services for Rapid Rehousing and Bridge Housing programs.</p> <p>4/2025: Referrals to Rapid Rehousing and Bridge Housing programs began.</p> <p>5/2025: HSA executes contract with SMC Department of Housing for ERF-supported Permanent housing interventions.</p>
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will allow housed residents to remain in the pool of eligible applicants for a long-term housing voucher; a bridge housing program in which highly vulnerable encampment residents will be placed until vacancies at permanent supportive housing sites open, or; direct placement in a permanent housing program.

12/2025:
Targeted behavioral health services begin.

5/2027:
Last planned exit from the encampment to permanent housing.

Southern SMC Zone	21	<p>Outreach staff will collaborate with Coordinated Entry System providers and healthcare partners to support service delivery, including access to shelter, housing vouchers/subsidies, medical care, and behavioral health services for encampment residents. When cities or transit agencies announce upcoming encampment closures, HSA and Outreach</p>	<p>14 individuals to move from encampments into permanent housing in FY25-26, and 14 individuals to move from encampments into permanent housing in FY26-27</p> <p>41 individuals to move from encampments into</p>	No	No	San Mateo County
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		collaborate to ensure encampment residents are offered tailored services. Outreach case managers will build holistic, housing-focused case plans with the most vulnerable encampment residents.	interim housing in FY25-26, and 41 individuals to move from encampments into interim housing in FY26-27.			
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Coastside Zone	119	Outreach staff will collaborate with Coordinated Entry System providers and healthcare partners to support service delivery, including access to shelter, housing vouchers/subsidies, medical care, and behavioral health services for encampment residents. When cities or transit agencies announce upcoming encampment closures, HSA and Outreach collaborate to ensure encampment residents are offered tailored services. Outreach case managers will build holistic, housing-	37 individuals to move from encampments into permanent housing in FY25-26, and 43 individuals to move from encampments into permanent housing in FY26-27 53 individuals to move from encampments into interim	No	No	San Mateo County
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focused case plans with the most vulnerable encampment residents. housing in FY26-27.

Coastside ERF – HMB (Half Moon Bay)	18 In collaboration with Caltrans and the City of Half Moon Bay, ERF multidisciplinary teams (including specialists outreach, coordinated entry, mental and behavioral health, public health and medical care, etc.) will engage with and provide field-based services to encampment residents in the South ERF-HMB CHEZ zone, including referrals to and enrollment in other supportive programs such as Medi-Cal, CalFresh, CalAim Enhanced Care Management, etc. Those who are interested will be enrolled in housing-focused case management and assigned a case manager who will support them with referrals to shelter placements, developing and	12/2024: Outreach begins at encampment sites. 12/2024: Shelter referrals and placements began. 1/2025: In-field diversion and coordinated entry assessments and services began. 2/2025: San Mateo County (SMC) Human Services Agency (HSA) executes contract with Abode Services for Rapid Rehousing and Bridge Housing programs. 4/2025: Referrals to Rapid Rehousing and Bridge	Yes	24-ERF-3-R-100018	San Mateo County
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		<p>following housing plans, and completing paperwork. Encampment residents in this zone will be eligible for referral and enrollment in one of the ERF-specific housing programs, including: a rapid rehousing program that will allow housed residents to remain in the pool of eligible applicants for a long-term housing voucher; a bridge housing program in which highly vulnerable encampment residents will be placed until vacancies at permanent supportive housing sites open, or; direct placement in a permanent housing program.</p>	<p>Housing programs began.</p> <p>5/2025: HSA executes contract with SMC Department of Housing for ERF-supported Permanent housing interventions.</p> <p>12/2025: Targeted behavioral health services begin.</p> <p>5/2027: Last planned exit from the encampment to permanent housing.</p>			
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ERF- Menlo Park	104	In collaboration with Caltrans and the City of Menlo Park, ERF multidisciplinary teams (including specialists outreach, coordinated entry, mental	<p>12/2024: Outreach began at encampment sites.</p> <p>12/2024: Shelter referrals and placements</p>	Yes	24-ERF-3-R-100018	San Mateo County
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and behavioral health, public health and medical care, etc.) will engage with and provide field-based services to encampment residents in the Menlo Park CHEZ zone, including	began.
referrals to and enrollment in other supportive programs such as Medi-Cal, CalFresh, CalAim Enhanced Care Management, etc. Those who are interested will be enrolled in housing-focused case management and assigned a case manager who will support them with	1/2025: In-field diversion and coordinated entry assessments and services began.
referrals to shelter placements, developing and following housing plans, and completing paperwork.	2/2025: San Mateo County (SMC) Human Services Agency (HSA) executes contract with Abode Services for Rapid Rehousing and Bridge Housing programs.
Encampment residents in this zone will be eligible for referral and enrollment in one of the ERF-specific housing programs, including: a rapid rehousing program that will allow	4/2025: Referrals to Rapid Rehousing and Bridge Housing programs began.
	5/2025: HSA executes contract with SMC Department of Housing for ERF-supported Permanent housing interventions.

housed residents to remain in the pool of eligible applicants for a long-term housing voucher; a bridge housing program in which highly vulnerable encampment residents will be placed until vacancies at permanent supportive housing sites open, or; direct placement in a permanent housing program.

12/2025: Targeted behavioral health services begin.

5/2027: Last planned exit from the encampment to permanent housing.

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

Formal Encampment Policy - Fully or Partially Compliant

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

Upload: Copy of Formal Policy to Address Encampments

San Mateo County, CA Code of Ordinances, Title 3 Chapter 3.109 - Hopeful Horizons.pdf

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

Formal Encampment Policy - Nonexistent

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

collaborates with jurisdictions enforcing encampment ordinances to provide encampment residents with as much advance notice as possible, deferring to regulations established by the jurisdiction. Jurisdictions include the following in their clearance notices: 1) Date and time of the removal action, 2) information on immediately available services, and 3) information on how unattended belongings will be handled the day of the removal action, including what will be stored and how they can be recovered. The CoC prioritizes health and safety in addressing encampments, and where appropriate collaborates with local jurisdictions to address hazards prior to or independent from that jurisdiction taking any removing operation.

No

3.a.6. Housing Element Compliance

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

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

3.a.7. Housing Element Implementation

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

3.a.8. Prohousing Designation

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

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

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

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

3.a.9. Housing Law Violations

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

3.a.10. Surplus Land

Large City or county Eligible Applicant

Has this Eligible Applicant made a central inventory of all surplus land and all lands in excess of their foreseeable needs as required by Government Code section 54230?

If not, the Eligible Applicant must provide a specific timeline and plan with dates to create such an inventory.

San Mateo County

Does not currently have a central inventory.

The County has not made a central inventory of surplus lands and all lands in excess of its foreseeable needs because there are no parcels of land that have been assigned as surplus land or in excess of foreseeable needs.

3.a.11. Annual Progress Report

Large City or county Eligible Applicant

Has this Eligible Applicant submitted a timely and complete annual progress report for at a minimum, the past two years?

San Mateo County

Yes

3.b System Performance Measures Improvement Plan

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

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

The System Performance Measures Improvement Plan must include:

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

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

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

entity/ies may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating Eligible Applicant, a system partner, or any organization actively participating in the Key Action.

4. Provide the target date for milestones and completion of the Key Action.
5. Provide a clear metric for how success of the Key Action will be measured.
6. Identify the funding source(s) for the Key Action.
 - Note: At a minimum, all funding sources listed in Section IV.A.3.b.ii. of the HHAP 6 NOFA, excluding any that are unavailable to the region within the grant term (FY24/25-FY28/29), must be identified as funding sources for at least one Key Action within the System Performance Measures Improvement Plan.
7. Describe how the funding source(s) will contribute to the achievement of the Key Action.
 - Note: For HHAP 6-funded Key Actions, include the eligible use category or categories as applicable.
8. Describe how the Key Action will address system performance disparities and ensure racial and gender equity in at least one of the following areas: Service Delivery, Housing Placements, Housing Retention, Changes to procurement, or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Available Funding Sources in the Region

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

Available Funding Sources NOT within the Region Narrative

The No Place Like Home Program, The California Emergency Solutions Grants Program,

Key Actions to Improve the Region's CA SPMs

Guidance:

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

Key Actions

Key Action 1

Description

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

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

SPM Improvement Plan for Key Action 1

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

Clear metric for how success of Key Action 1 will be measured

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

Lead Entity for Key Action 1

San Mateo County

Collaborating entity/ies for Key Action 1

Daly City/San Mateo County CoC CA-512, Redwood City, Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, South San Francisco

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

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

people living with mental illness in ERF encampments.

Closure of ERF-3 CHEZ encampments.

6/30/2027

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

Funding Sources for Key Action 1

Funding Sources for Key Action 1

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

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

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

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

Equity Areas for Key Action 1

Equity area	Description of how Key Action 1 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	According to the 2024 PIT count, people experiencing unsheltered homelessness were disproportionately composed of Latine/x/o/a individuals and families, even compared to the general population experiencing homelessness. Targeting service delivery for these populations, including through the expansion of service availability in Spanish, will result in more equitable access to services.
Housing Placements	Increasing housing-focused street outreach services to the population experiencing unsheltered homelessness, which is disproportionately composed of Latine/x/o/a individuals and families, will increase housing placements including for those disproportionately experiencing homelessness.
Changes to procurement	The County added language to its contracts requiring providers to train staff in cultural competence and sensitivity, hire sufficient multilingual staff to meet program demand, and provide alternative solutions to engage with residents who do not speak the same language(s) as outreach staff. The County requires contractors provide evidence that these standards are being met during its contract compliance monitoring process. These changes are expected to result in more Black, Indigenous, and People of Color (BIPOC) households accessing and accepting outreach services, which will decrease the proportion of BIPOC amongst the population experiencing unsheltered homelessness.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating street outreach services provision through an equity lens and making strategic quality improvements to improve equitable outcomes. The County will also communicate with tribal government leaders regarding how to access job postings for client-facing roles within the homeless safety net system, such as CES diversion specialists and outreach staff, to improve awareness of opportunities and encourage applications from Indigenous staff.

Key Action 2

Description

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

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

SPM Improvement Plan for Key Action 2

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

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

Clear metric for how success of Key Action 2 will be measured

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

Lead Entity for Key Action 2

San Mateo County

Collaborating entity/ies for Key Action 2

CA-512 Daly City/San Mateo County CoC

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

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

Target date for completing Key Action 2

6/30/2028

Funding Sources for Key Action 2

Funding Sources for Key Action 2

Funding source	Description of how the funding will contribute to the achievement of Key Action 2	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 1	HHAP 1 funds were used to add beds to the Safe Harbor shelter in South San Francisco and WeHOPE shelter in East Palo Alto.	
HHAP 2	HHAP 2 funds were used to add	

interim shelter beds to the WeHOPE shelter in East Palo Alto.

HHAP 3	HHAP 3 funds will be used to support ongoing operations at shelter sites in the region.	
HHAP 4	HHAP 4 funds will be used to support ongoing operations at multiple shelter sites in the region.	
HHAP 5	HHAP 5 funds will be used to support ongoing operations at multiple shelter sites in the region.	
HHAP 6	HHAP 6 will be used to support ongoing operating costs at the County's largest non-congregate interim shelter, the Navigation Center in Redwood City	Navigation Centers
HHAP 6	HHAP 6 will be used to support administrative costs associated with administering the grant's use for Navigation Centers and Interim Housing Operating Expenses	Administrative Costs
HHAP 6	HHAP 6 will be used to support operating costs at a new interim shelter serving transitional age youth.	YSA: Operating Expenses – Interim Housing
Measure K Sales Tax (local funding)	Measure K funds operations of the FY24/25 Inclement Weather Program, the Non-congregate Coast House shelter in Half Moon Bay, the non-congregate Pacific Shelter and El Camino House in the City of San Mateo, the Safe Harbor shelter in South San Francisco, the Navigation Center in Redwood City, and the Overflow shelter program, which opens rooms at motels for families experiencing homelessness when the regular family shelter is full. In FY24/25, Measure K funds also supported operations at the Daybreak	

	shelter for youth.
The Homekey Program	Homekey funds ongoing operations at the County's largest non-congregate interim shelter, the Navigation Center in Redwood City.
The Community Development Block Grant - Cares (CBDG-CV)	CBDG-CV will be used to fund ongoing operations at the El Camino house interim shelter in the City of San Mateo
Mental Health Services Act and Behavioral Health Services Act	MHSA/BHSA will be used to provide temporary animal foster care needed by adult and older adult clients with severe mental illness or substance use disorders for whom animal care is an urgent barrier to receiving a higher level of care, such as residential treatment or hospitalization, or maintaining their housing stability and wellness.
Net County Cost (NCC)/County General Funds	Net County Cost will be used to fund ongoing operations at the Family Shelter, the Safe Harbor shelter in South San Francisco, the WeHope shelter in East Palo Alto, the Navigation Center in Redwood City, and El Camino House in the City of San Mateo.
The American Rescue Plan Act (ARPA)	ARPA will be used to fund ongoing operations at the County's largest non-congregate interim shelter, the Navigation Center in Redwood City.
Building Homes and Jobs Act	Funds under the Permanent Local Housing Allocation (PLHA) of the Building Homes and Jobs Act will be used to fund ongoing operations at the County's largest non-congregate interim shelter, the Navigation Center in Redwood City.
Childcare and development	Shelter staff will refer families experiencing sheltered homelessness to child care and

development programs to support their ability to work and earn income that supports their ongoing housing stability.

In-home supportive services	Shelter staff will refer people experiencing sheltered homelessness who may not be able to independently manage activities of daily living to In-Home Supportive Services (IHSS), so that when they access housing they will have support to maintain their health and housing stability.
Child welfare	Shelter staff collaborate with the Child and Family Services division to provide families at the intersection of homelessness and child welfare with services to support family unification and housing stability
Disability benefits advocacy	Shelter staff will refer people who may need assistance accessing disability benefits to one of the disability benefits advocacy programs active in San Mateo County, to support their ability to access and maintain housing.
Medi-Cal program	Shelter staff will refer people experiencing homelessness to Medi-Cal so that they may access necessary health care that will support their ongoing health and housing stability.

Identify which of the following equity improvement areas will be addressed by Key Action 2.

Equity Areas for Key Action 2

Equity area	Description of how Key Action 2 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	According to the 2024 PIT Count, the population experiencing unsheltered homelessness is disproportionately composed of Black, Indigenous, and other People of Color (BIPOC) households. East Palo Alto, where the WeHOPE shelter is located, has a disproportionately high percentage of BIPOC residents compared to its neighboring cities. By increasing the number of beds and services at WeHOPE, the County estimates that the proportion of BIPOC households experiencing unsheltered homelessness will

decrease.

Housing Placements Increasing the capacity of WeHOPE shelter to provide housing-focused case management is expected to increase the proportion of BIPOC households accessing housing placements, as WeHOPE is located in a geographic area with a high concentration of BIPOC households.

Changes to procurement The County added language to its interim shelter contracts that requires providing services that are culturally appropriate to the populations being served; implementing agency and program-level initiatives to address racial equity and participate in the Continuum of Care (CoC) and County equity initiatives, and training staff in cultural competence and sensitivity. The County requires contractors provide evidence that these standards are being met during its contract compliance monitoring process. These changes are expected to result in an expansion of BIPOC households accessing and accepting interim shelter services, which will decrease the proportion of BIPOC amongst the population experiencing unsheltered homelessness.

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating interim shelter services provision through an equity lens and making strategic quality improvements to improve equitable outcomes. The County will also communicate with tribal government leaders regarding how to access job postings for client-facing roles within the homeless safety net system, such as shelter staff, to improve awareness of opportunities and encourage applications from Indigenous staff.

Key Action 3

Description

Evaluate the effectiveness of various homelessness system components (Coordinated Entry, ERF-3-R program, Shelters, Emergency Financial Assistance, Rapid Rehousing, etc.) and make improvements based on results.

Identify which CA SPM(s) will be improved by Key Action 3 and how.

SPM Improvement Plan for Key Action 3

CA SPM	Specific description of how Key Action 3 will improve this CA SPM
CA SPM 1a	Making improvements to the Coordinated Entry System (CES) based on evaluation results will lead to improved access to homeless services, thereby increasing the number of people accessing homeless services.
CA SPM 1b	Making improvements to the CES, the Shelter system, and ERF-3-R program components based on evaluation results will lead to improved access to shelter and/or permanent housing and fewer people experiencing unsheltered homelessness.
CA SPM 2	Making improvements to the Coordinated Entry system based on evaluation data will result in improved access to homelessness services, thereby increasing the number of people accessing services for the first time.
CA SPM 3	Making improvements to the CES, Shelter system, rapid rehousing programs, and

ERF-3-R components will result in increased permanent housing exits.

CA SPM 4 Making improvements to the CES, Shelter system, and ERF-3-R programs will result in a decrease in the average length of time people experience homelessness.

CA SPM 5 Making improvements to the SMC emergency financial assistance programs and rapid rehousing programs will result in a decrease to the percent of people who return to homelessness.

CA SPM 6 Making improvements to the CES, Shelter system, and ERF-3-R programs will result in a decrease in the average length of time people experience homelessness.

Clear metric for how success of Key Action 3 will be measured

The key action’s success metrics will be measured by the number of evaluations completed, the number of actionable recommendations, and the number of process and programmatic changes as a direct result of the evaluations.

Lead Entity for Key Action 3

San Mateo County

Collaborating entity/ies for Key Action 3

Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 3

Milestones for Key Action 3	Target dates for Key Action 3 milestones
Implement recommendations from the Rapid Rehousing Evaluation	7/31/2026
Complete evaluation of San Mateo County (SMC) shelters, review results, and implement recommendations	6/30/2028
Complete evaluation of SMC’s coordinated entry system, review results, and implement recommendations	12/31/2026
Complete evaluation of the SMC emergency financial assistance programs, review results, and implement recommendations	12/31/2026
Complete evaluation of SMC’s ERF-3-R program, review results, and implement recommendations	7/31/2028
Expand and improve service provider facing data dashboards to support quality improvement efforts	7/31/2028

Target date for completing Key Action 3

8/31/2028

Funding Sources for Key Action 3

Funding Sources for Key Action 3

Funding source	Description of how the funding will contribute to the achievement of Key Action 3	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Measure K Sales Tax (Local Funding)	Measure K sales tax is used to fund third-party evaluations of San Mateo County's shelter system, CES, rapid rehousing programs, and emergency financial assistance programs.	
HHAP 3	HHAP 3 will fund additional HMIS licenses with which the County and CoC participating agencies will collect and analyze data.	
HHAP 4	HHAP 4 will fund additional HMIS licenses with which the County and CoC participating agencies will collect and analyze data.	
Encampment Resolution Fund (ERF-3-R)	ERF-3-R funds will be used to assess local implementation of the ERF-3-R program for potential improvements and scalable best practices.	
Net County Cost (NCC)/County General Funds	NCC funds staff positions in the Center on Homelessness tasked with reviewing evaluations and implementing recommendations.	

Identify which of the following equity improvement areas will be addressed by Key Action 3.

Equity Areas for Key Action 3

Equity area	Description of how Key Action 3 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	All evaluations performed will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify methods to improve equity in service delivery and address disparities in system performance measures.
Housing Placements	All evaluations performed will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify methods to improve equity in housing placements and address disparities in system performance measures.

Housing Retention	All evaluations will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify methods to improve equity in housing retention and address disparities in system performance measures.
Changes to procurement	All evaluations will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify changes to the procurement process that will result in reducing disparities in system performance measures.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating homelessness services provision through an equity lens and making strategic quality improvements to improve equitable outcomes. The County will also facilitate communication between County staff and tribal governments in order to ensure their perspectives are included in system planning and evaluation efforts.

Key Action 4

Description

Improve public messaging (online and at targeted physical locations) on how to access the homelessness system of care, and opportunities to transition from short-term to long-term housing supports.

Identify which CA SPM(s) will be improved by Key Action 4 and how.

SPM Improvement Plan for Key Action 4

CA SPM	Specific description of how Key Action 4 will improve this CA SPM
CA SPM 1a	Improved advertising of how to access homelessness services, including homelessness prevention services, will result in a greater number of people accessing homelessness services
CA SPM 2	Improved advertising of how to access homelessness services, including prevention services, will result in a greater number of people accessing homelessness services for the first time.

Clear metric for how success of Key Action 4 will be measured

The key action's success metrics will be tracked through a homelessness dashboard. The metrics include: Increased number of people enrolled in homelessness services; increased number of BIPOC people enrolled in homelessness services; increased number of people with a Coordinated Entry (CE) assessment; increased number of BIPOC people with a coordinated entry assessment.

Lead Entity for Key Action 4

San Mateo County

Collaborating entity/ies for Key Action 4

Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 4

Milestones for Key Action 4	Target dates for Key Action 4 milestones
Consult Lived Experience Advisory Group on ways to improve public messaging on how to access homelessness services, including web and printed materials	6/30/2026
Complete evaluations of San Mateo's Coordinated Entry system, shelters, rapid rehousing programs, and emergency financial assistance program, and implement any recommendations relating to improved messaging, as feasible	6/30/2028
Identify locations in the community (e.g., encampments) where targeted outreach could result in increased connection to services and deploy additional outreach at these sites.	6/30/2028
Collaborate with the SMC Communications Specialist on developing and publishing video(s) explaining how to access homelessness services	6/30/2029
Collaborate with homelessness service providers, schools, faith-based organizations, disability services providers, tribal governments, and other service providers that interact with people at risk of or experiencing homelessness on improving their respective community's knowledge of and access to homelessness services.	6/30/2028

Target date for completing Key Action 4
6/30/2029

Funding Sources for Key Action 4

Funding Sources for Key Action 4

Funding source	Description of how the funding will contribute to the achievement of Key Action 4	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Net County Cost (NCC)/County General Funds	Net County Cost will fund a technical assistance contract to perform an evaluation of San Mateo County's Coordinated Entry System. County Staff, also funded through Net County Cost, will implement the evaluation's recommendations as feasible. Net County Cost will also fund staff who will be responsible for collaborating with various organizations to implement improvements to public	

messaging.

Encampment Resolution Fund, Round 3 (ERF-3-R)

ERF-3 funds staff positions that collaborate with various service providers on implementing the ERF-3-R program's goals. Part of this includes sharing information with providers on how to access services, including how to access the pilot bridge housing program which supports clients transition from short-term to longer-term housing supports.

Private Funding (Chan Zuckerberg Initiative Grant)

The Lived Experience Analyst, whose position is funded through the Chan Zuckerberg initiative, will consult the Lived Experience Advisory Group on methods to improve public communication and implement suggestions as feasible.

Identify which of the following equity improvement areas will be addressed by Key Action 4.

Equity Areas for Key Action 4

Equity area

Description of how Key Action 4 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

All evaluations will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify methods to improve equity in service delivery.

Housing Retention

The Emergency Financial Assistance evaluation and the Rapid Rehousing evaluation will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. Redress methods are expected to include improvements to public marketing of services, which the County anticipates will result in a greater and more equitable rate of housing retention for people enrolled in these programs.

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

The County will ensure all materials developed and published as a result of this key action will be available in multiple languages.

The County expects that the feedback received from the Lived Experience Advisory Group, evaluations, and partners, will include recommendations on how to improve equitable access to housing and services.

Key Action 5

Description

Enhance and expand training available to service provider staff, including trainings on tenants' rights, access to Coordinated Entry, confronting implicit bias, data entry, and other trainings as determined through data analysis.

Identify which CA SPM(s) will be improved by Key Action 5 and how.

SPM Improvement Plan for Key Action 5

CA SPM	Specific description of how Key Action 5 will improve this CA SPM
CA SPM 1a	Providing trainings to service provider staff on accessing Coordinated Entry will result in a larger number of people accessing homelessness services.
CA SPM 1b	Providing trainings to service provider staff on tenants' rights will result in a smaller number of people experiencing unsheltered homelessness, as it will enable diversion staff to support their clients to maintain housing and avoid returning to homelessness.
CA SPM 2	Providing trainings to service provider staff on accessing Coordinated Entry will result in a larger number of people accessing homelessness services for the first time.
CA SPM 3	Providing staff with implicit bias trainings will result in more people engaging with services for periods of time long enough to get assistance to exit to permanent housing.
CA SPM 5	Providing staff with tenant's rights trainings will result in fewer people returning to homelessness after 6 months.
CA SPM 6	Increasing trainings to service provider staff on data entry will result in a higher recorded number of successful exits from street outreach.

Clear metric for how success of Key Action 5 will be measured

The key action's success metrics will be measured by tracking the trainings and participation. The metrics include: Increase in number of provided trainings, increase in number of staff attending trainings, increase in number of trainings hosted by the County, increase in number of recorded successful exits from street outreach.

Lead Entity for Key Action 5

San Mateo County

Collaborating entity/ies for Key Action 5

Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 5

Milestones for Key Action 5	Target dates for Key Action 5 milestones
Implement data entry refresher trainings for outreach staff and continue to host them on a regular basis for quality improvement	7/31/2024

Provide tenants' rights trainings to provider staff 5/31/2025

Provide Confronting Implicit Bias in the Homelessness Response System training series for providers including: (1) Creating a more inclusive and equitable system of care: combating implicit bias (2) serving LGBTQIA+ clients and the equal access rule (3) serving clients with complex health needs (4) serving clients with criminal records (5) serving clients with custodial trauma. 6/30/2025

Provide trainings to providers including (1) NSPIRE Compliance overview (2) VAWA requirements for CoC and ESG providers (3) Equal Access and serving LGBTQIA+ participants (4) Best practices for homeless and housing services: trauma informed, low barrier, person centered services (5) Work readiness strategies for participants in homeless programs (6) housing-focused case management (7) motivational interviewing and harm reduction for housing stability (8) best practices for serving older adults (9) CoC compliance/HUD documentation (10) understanding and addressing intersectional disparities in homeless services and housing, and three additional trainings as recommended to address findings from program evaluations. 6/30/2026

Target date for completing Key Action 5
6/30/2026

Funding Sources for Key Action 5

Funding Sources for Key Action 5

Funding source	Description of how the funding will contribute to the achievement of Key Action 5	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 2	HHAP 2 funds will expand a contract with a technical assistance provider to add 6 additional trainings.	
Net County Cost (NCC)/County General Funds	NCC will fund a contract with a technical assistance provider to provide trainings, evaluate training success, and make improvements to trainings on an ongoing basis.	

Identify which of the following equity improvement areas will be addressed by Key Action 5.

Equity Areas for Key Action 5

Equity area	Description of how Key Action 5 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery	The County and CoC anticipate that providing frontline staff with trainings on serving LGBTQIA+ clients and the equal access rule, serving clients with complex health needs, serving clients with criminal records, and serving clients with custodial trauma, and implicit bias trainings will result in more equitable service delivery with respect to race and gender.
Housing Placements	The County and CoC expect that providing frontline staff with trainings on implicit bias, serving LGBTQIA+ clients and the equal access rule, serving clients with complex health needs, serving clients with criminal records, and serving clients with custodial trauma will result in more equitable engagement in services, subsequently resulting in more equitable housing placement outcomes with respect to race and gender.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating homelessness services provision through an equity lens and making strategic quality improvements to improve equitable outcomes.

Key Action 6

Description

Expand and improve prevention and diversion approaches and strategies for people at risk of homelessness.

Identify which CA SPM(s) will be improved by Key Action 6 and how.

SPM Improvement Plan for Key Action 6

CA SPM	Specific description of how Key Action 6 will improve this CA SPM
CA SPM 1b	Expanding and improving prevention and diversion strategies will result in fewer people entering unsheltered homelessness, thereby decreasing the total number of people experiencing unsheltered homelessness by limiting inflow.
CA SPM 1a	Expanding and improving prevention and diversion strategies will result in fewer people entering homelessness, thereby decreasing the total number of people experiencing homelessness by limiting inflow.

Clear metric for how success of Key Action 6 will be measured

The County anticipates the Emergency Financial Assistance evaluation will recommend how to measure improved targeting of emergency financial assistance to vulnerable households. The key action's success metrics will also be measured through HMIS reports that show increased enrollment in the Coordinated Entry System and increased proportion of EFA program participants who remain housed 6 months after receiving financial assistance.

Lead Entity for Key Action 6

San Mateo County

Collaborating entity/ies for Key Action 6

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 6

Milestones for Key Action 6	Target dates for Key Action 6 milestones
Develop and implement prioritization tool for homelessness prevention	12/31/2025
Complete evaluation of the Emergency Financial Assistance (EFA) program and implement recommendations as feasible.	12/31/2026
Complete evaluation of San Mateo's Coordinated Entry system (CES) and implement any recommendations, as feasible	6/30/2026
Implement and provide field-based diversion services at ERF encampment sites, including diversion, Coordinated Entry Assessments, referrals to shelters, and connections to other types of housing.	6/30/2027

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

Funding Sources for Key Action 6

Funding Sources for Key Action 6

Funding source	Description of how the funding will contribute to the achievement of Key Action 6	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Measure K Sales Tax (Local Funding)	<p>Measure K funds an EFA program contract, which provides financial assistance to qualifying households at risk of homelessness. The EFA program will implement improvements on the basis of the EFA evaluation recommendations.</p> <p>Measure K also funds the Diversion and Coordinated Entry Services contract. The Diversion and Coordinated Entry Services program will implement improvements based on evaluation recommendations.</p>	
Encampment Resolution Fund, Round 3 (ERF-3-R)	ERF-3-R funds field-based diversion services at encampments	

Community Services Block Grant (CSBG) CSBG funds an EFA program contract, which provides financial assistance to qualifying households at risk of homelessness. The EFA program will implement improvements on the basis of the EFA evaluation recommendations.

Supplemental Security Income/State Supplemental Program Diversion staff will refer people who may qualify to the SSI/SSP program or Cash Assistance Program for Immigrants (CAPI) to support their ongoing financial stability.

Disability benefits advocacy Diversion staff will refer people who may need assistance accessing disability benefits to one of the disability advocacy programs active in San Mateo County.

Medi-Cal program Diversion staff will refer people who may qualify to Medi-Cal so that they may access necessary health care that will support their ongoing health and housing stability.

Identify which of the following equity improvement areas will be addressed by Key Action 6.

Equity Areas for Key Action 6

Equity area	Description of how Key Action 6 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	In-field ERF Diversion Specialists will remove barriers by providing in-field diversion and prevention services including CES assessments to individuals who may not otherwise visit a Core Service Agency in person. This increased service delivery will result in an increase of shelter referrals and housing intervention matches.
Housing Placements	All program evaluations include stratifying data based on race, ethnicity, gender, etc. Recommended improvements to the Diversion and prevention programs are expected to improve equity with respect to race and gender in housing placements.
Other means of affirming racial and ethnic groups that are overrepresented among residents	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating diversion and prevention services provision through an equity lens and making strategic quality improvements to improve equitable outcomes.

experiencing homelessness have equitable access to housing and services.

Key Action 7

Description

Continue housing navigation services to support people experiencing homelessness with enrolling in permanent housing programs and through lease-up.

Identify which CA SPM(s) will be improved by Key Action 7 and how.

SPM Improvement Plan for Key Action 7

CA SPM	Specific description of how Key Action 7 will improve this CA SPM
CA SPM 3	Continuing housing navigation will result in more people exiting homelessness to permanent housing
CA SPM 1b	Continuing housing navigation will support people who are experiencing unsheltered homelessness exit to permanent housing, thereby decreasing the number of people experiencing unsheltered homelessness.
CA SPM 6	Continuing housing navigation will support people who are experiencing unsheltered homelessness exit to permanent housing, thereby increasing the number of successful exits from street outreach.

Clear metric for how success of Key Action 7 will be measured

The key action's success metrics will be tracked through HMIS reports and public-facing homelessness dashboards. The metrics include: increase in permanent housing placements and increase in number of recorded successful exits from street outreach.

Lead Entity for Key Action 7

San Mateo County

Collaborating entity/ies for Key Action 7

Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 7

Milestones for Key Action 7	Target dates for Key Action 7 milestones
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Continue to coordinate referrals through the Coordinated Entry System to the Housing Authority's housing navigation program to connect households to permanent housing. 6/30/2029

Target date for completing Key Action 7

6/30/2029

Funding Sources for Key Action 7

Funding Sources for Key Action 7

Funding source	Description of how the funding will contribute to the achievement of Key Action 7	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
CoC Unsheltered Supportive Services Grant (CoC SSO)	CoC SSO funds street outreach, case management, and housing navigation to populations disproportionately experiencing homelessness, including those impacted by the criminal justice system.	

Identify which of the following equity improvement areas will be addressed by Key Action 7.

Equity Areas for Key Action 7

Equity area	Description of how Key Action 7 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating housing navigation services provision through an equity lens and making strategic quality improvements to improve equitable outcomes.

Key Action 8

Description

Expand coordination with institution-facing providers on connecting eligible clients in institutions to supportive services prior to their exit to decrease institutional exits to homelessness.

Identify which CA SPM(s) will be improved by Key Action 8 and how.

SPM Improvement Plan for Key Action 8

CA SPM	Specific description of how Key Action 8 will improve this CA SPM
CA SPM 1a	Collaborating with institution-facing providers to connect eligible people in institutions to supportive services prior to exit will increase the number of people accessing homelessness services.
CA SPM 1b	Connecting eligible people in institutions with supportive services prior to their exit will prevent exits to unsheltered homelessness, thereby decreasing the number of people experiencing unsheltered homelessness.
CA SPM 2	Connecting eligible people in institutions with supportive services including homelessness services prior to their exit will increase the proportion of individuals

accessing homelessness services for the first time.

Clear metric for how success of Key Action 8 will be measured

The key action's success metrics will be tracked through HMIS reports, service provider reports, and public-facing homelessness dashboards. The metrics include: Increase in the number of people in institutions that receive a CE assessment prior to release; Increase in enrollments in rapid rehousing or emergency financial assistance programs; Increase in the percentage of people who are successfully diverted from homelessness, especially unsheltered homelessness, post-institutional release; increase in the proportion of people accessing homelessness services for the first time; decrease of the population experiencing homelessness; Decrease in proportion of people experiencing homelessness that have a disabling condition, have been incarcerated, or had been enrolled in Child or Adult protective services.

Lead Entity for Key Action 8

San Mateo County

Collaborating entity/ies for Key Action 8

Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 8

Milestones for Key Action 8	Target dates for Key Action 8 milestones
Implement Pilot program with Health agencies to send CES housing referrals to both health case managers and homelessness case managers, so that clients enrolled in health case management but not homelessness case management can be linked to permanent housing resources.	9/30/2024
Integrate Health Plan of San Mateo into the HMIS data sharing agreement to facilitate referrals to the CES and referrals to CalAIM benefits including Community Supports (CS) and Enhanced Care Management (ECM).	2/28/2025
Execute MOU with the Health Plan of San Mateo County to continue collaboration.	3/31/2024
Integrate Behavioral Health and Recovery Services into the HMIS data sharing agreement to facilitate referrals to the CES.	7/31/2025
Continue collaboration with Case Managers in correctional facilities and the San Mateo Medical Clinic to connect eligible clients to the CES and other services, such as emergency shelter, prior to exit to ensure they are not exited to unsheltered homelessness.	8/31/2025
Pilot a referral process to connect Behavioral Health and Recovery Services (BHRS) clients that have been placed in out-of-county hospitals to homeless services through direct referrals to the CES.	8/31/2025
Collaborate with the Aging and Disability Services division to connect seniors enrolled in APS services to the CES and Emergency Financial Assistance Program.	6/30/2027

Continue collaborations between Children and Family Services, the Housing Authority of San Mateo, and services providers to connect children exiting the foster care system to supportive services and resources to prevent them from entering homelessness. 6/30/2029

Develop partnerships with local schools (high schools, community colleges, etc.) and community spaces serving youth to improve youth access to prevention and homelessness services. 6/30/2027

Target date for completing Key Action 8
6/30/2029

Funding Sources for Key Action 8

Funding Sources for Key Action 8

Funding source	Description of how the funding will contribute to the achievement of Key Action 8	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 2	HHAP youth set aside funding is used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	
HHAP 3	HHAP youth set aside funding is used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	
HHAP 4	HHAP youth set aside funding is used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	
HHAP 5	HHAP youth set aside funding is used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	
HHAP 6	HHAP youth set aside funding will be used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	YSA: Rapid Rehousing/ Rental Subsidies
Bringing Families Home (BFH)	The BFH program, administered	

by Children and Family Services, helps families involved in the Child welfare system connect with prevention and rapid rehousing assistance to prevent them from entering homelessness. Program staff will refer families to supportive programs such as CalFresh, CalWorks, child care services, and other financial resources to support their access to housing and housing stability.

Adult protective services

Aging and Disability Services administers the Home Safe program, which connects adults involved in the adult protective services program connect to prevention, rapid rehousing, and housing navigation assistance to prevent exits to homelessness. Staff will refer program participants to supportive programs such as IHSS, SSI/SSP, CAPI, Medi-Cal, Disability Benefits Advocacy, and other resources to support their access to housing and housing stability.

The Family Unification Plan (FUP) Program

The Housing Authority of San Mateo County collaborates with the Division of Children and Family services to connect people exiting foster care with temporary housing vouchers to prevent them from entering homelessness.

Parolee or probation programs that are intended to prevent homelessness upon release.

Diversion specialists will collaborate with staff in parolee or probation programs (e.g., the Service Connect program) to ensure people who are incarcerated will have supportive services and resources to prevent their entry into homelessness upon release.

CalAIM

CalAIM will be used to connect people in institutions (jail, adult protective services, hospitals,

etc.) to Enhanced Care Management, Community Supports, and health services prior to their program exit to ensure they have access to necessary medical, mental, and financial resources.

Measure K Sales Tax (Local Funding)

Measure K provides clients with emergency financial assistance, e.g., rental payments, moving costs, etc., to prevent them from entering homelessness. People in institutions will be referred to the Emergency Financial Assistance program through a coordinated entry assessment.

Measure K also funds staffing for the Coordinated Entry System Staff, who receive and process referrals to the Coordinated Entry System. These referrals include those from correctional facilities, BHRS, hospitals, and other sources, and staff provide diversion support and referrals to services such as interim shelter and financial assistance.

HHAP 6

HHAP 6 will be used to support administrative costs associated with administering the grant's use for HHAP youth set aside rapid rehousing

Administrative Costs

Identify which of the following equity improvement areas will be addressed by Key Action 8.

Equity Areas for Key Action 8

Equity area

Description of how Key Action 8 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

Black, Indigenous, and other People of Color (BIPOC) are overrepresented in the foster care system, adult protective services, Prisons, and Jails. Interrupting the pipelines from these institutions to homelessness will impact the inflow of BIPOC individuals entering homelessness, decreasing the disproportionality of their representation in the population experiencing homelessness.

Housing Placements

BIPOC are overrepresented in the foster care system, adult protective services, Prisons, and Jails. Interrupting the pipelines from these institutions to homelessness will increase the proportion of BIPOC individuals accessing

housing placements decreasing the disproportionality of their representation in the population experiencing homelessness.

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating street outreach services provision through an equity lens and making strategic quality improvements to improve equitable outcomes.

Key Action 9

Description

Continue coordination of the Lived Experience Advisory Group (LEAG), implementation of the LEAG’s recommendations, and exploration of new methods to meaningfully incorporate the feedback of people with Lived Experience in program planning.

Identify which CA SPM(s) will be improved by Key Action 9 and how.

SPM Improvement Plan for Key Action 9

CA SPM	Specific description of how Key Action 9 will improve this CA SPM
CA SPM 1a	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in expanded access to the Coordinated Entry System and the homelessness response system.
CA SPM 1b	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in decreasing the number of people experiencing unsheltered homelessness.
CA SPM 2	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in improved connection to services for people who become homeless for the first time
CA SPM 3	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in increased exits to permanent housing.
CA SPM 4	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in decreased returns to homelessness.
CA SPM 5	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in a decrease in the average length of days experiencing homelessness.
CA SPM 6	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in increased successful exits from street outreach.

Clear metric for how success of Key Action 9 will be measured

Success metrics include increased number of recommendations received, increased number of programs and policies shaped by feedback from people with Lived Experience, and an increase in the number of people that have participated in one of the Lived Experience feedback mechanisms.

Lead Entity for Key Action 9

San Mateo County

Collaborating entity/ies for Key Action 9

Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 9

Milestones for Key Action 9	Target dates for Key Action 9 milestones
Initial planning meetings with CoC participating agencies on Lived Experience Feedback	5/31/2025
Additional planning meetings with CoC participating agencies on meaningfully incorporating Lived Experience Feedback in program planning	12/31/2025
Launch a public-facing website and phone line to simplify the process of submitting direct feedback to the County’s Center on Homelessness	12/31/2025
Collaborate with the County’s Public Information Office, community partners, and tribal governments on increasing awareness of opportunities for people with Lived Experience to provide direct impact	12/31/2027
Explore administering programs recommended by the Lived Experience Advisory Group, including a peer support program	12/31/2027
Implement method for people with lived experience to meaningfully participate in the contracting and procurement process, potentially including collaborating on the development and review of requests for proposals	5/31/2028
Review and implement actionable recommendations from evaluations regarding Lived Experience Feedback	7/31/2028

Target date for completing Key Action 9

7/31/2028

Funding Sources for Key Action 9

Funding Sources for Key Action 9

Funding source	Description of how the funding will contribute to the achievement of Key Action 9	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key
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Action.

HHAP 3	HHAP 3 funding will support the Lived Experience Analyst, who will work with the Lived Experience Advisory Group.
HHAP 4	HHAP 4 funding will support the Lived Experience Analyst, who will work with the Lived Experience Advisory Group.
Encampment Resolution Fund, Round 3 (ERF-3-R)	ERF-3 will include an evaluation of the ERF program that will include consulting people with Lived Experience to inform recommendations.
Private Funding (Chan Zuckerberg Initiative Grant)	The Lived Experience Analyst, whose position is funded through the Chan Zuckerberg initiative, will work with the Lived Experience Advisory Group.
Measure K Sales Tax (Local Funding)	Measure K sales tax is used to fund third-party evaluations of San Mateo County's shelter system, CES, rapid rehousing programs, financial assistance programs. These evaluations all include gathering information from people with Lived Experience.
Net County Cost (NCC)/County General Funds	Staff positions collaborating with the Public Information Officer on promoting opportunities to participate with the LEAG, and with reviewing information from evaluations and implementation of recommendations. Net County Cost also funds payments to LEAG members for their participation in LEAG activities.

Identify which of the following equity improvement areas will be addressed by Key Action 9.

Equity Areas for Key Action 9

Equity area	Description of how Key Action 9 will address system performance disparities and ensure racial and gender equity in this area (choose one
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at a minimum, or more)

Service Delivery	All evaluations performed will include consulting people with lived experience and stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that the ERF-3 and shelter evaluations will identify methods to improve equity in service delivery.
Housing Placements	All evaluations performed will include consulting people with lived experience and stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that the Coordinated Entry evaluation will identify methods to improve equity in housing placements.
Housing Retention	The Emergency Financial Assistance evaluation will include gathering information from people with lived experience and stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The RRH evaluation also included these data. Redress methods will be implemented through making changes to service contracts, by issuing system guidelines, and by improving public marketing of services.
Changes to procurement	<p>All evaluations performed will include gathering information from people with Lived Experience and stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. Redress methods will be implemented through making changes to service contracts.</p> <p>The County also anticipates that involving people with Lived Experience in the procurement process will inform changes that will result in more equitable outcomes.</p>
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Consultations with the Lived Experience Advisory Group and people with living experience of homelessness will include gathering information on ways to address system performance disparities and ensure racial and gender equity in the homelessness system of care

Key Action 10

Description

Sustain and expand the supply and availability of permanent affordable housing and supportive services within San Mateo County through exploring funding opportunities, innovative construction and financing methods, and collaborations between the County, the CoC, housing developers, service providers, and other partners.

Identify which CA SPM(s) will be improved by Key Action 10 and how.

SPM Improvement Plan for Key Action 10

CA SPM	Specific description of how Key Action 10 will improve this CA SPM
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CA SPM 3 Expanding the supply and availability of permanent affordable housing in San Mateo County will increase exits to permanent housing

CA SPM 5 Expanding supportive services for people in permanent affordable housing in San Mateo County will decrease returns to homelessness from permanent housing

Clear metric for how success of Key Action 10 will be measured

Increase in the number of PSH beds in the housing inventory count; increase in the number of successful exits to permanent housing; decrease in percent of returns to homelessness.

Lead Entity for Key Action 10

San Mateo County

Collaborating entity/ies for Key Action 10

Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 10

Milestones for Key Action 10

Target dates for Key Action 10 milestones

Mental Health Association (MHA) begins offering Safe at Home program to all PSH clients. Safe at Home provides wraparound services to support formerly chronically homeless individuals maintain their permanent housing, improve their overall wellness and mental health, and other services to promote housing stabilization. 7/31/2024

Construction and lease-up completed of affordable housing properties with PSH units prioritized for 70 ERF-3 clients (340 total homeless set-aside units) 6/30/2027

Continue to explore employment resources that are available in the community to increase income and support housing stabilization 6/30/2029

Continue to collaborate with partners to expand supply of permanent affordable housing and associated services within San Mateo County 6/30/2029

Target date for completing Key Action 10

6/30/2029

Funding Sources for Key Action 10

Funding Sources for Key Action 10

Funding source	Description of how the funding will contribute to the achievement of Key Action 10	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Encampment Resolution Fund, Round 3 (ERF-3-R)	ERF-3 will be used to establish a Capitalized Operating Subsidy Reserve to support 10 units of	
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	permanent supportive housing over a period of 15 years.
HHAP 2	HHAP 2 funding will be used for a construction and permanent financing loan of a permanent housing project serving eligible HHC and BHSA/MHSA clients for a period of 55 years.
HHAP 3	HHAP 3 funding will be used for a construction and permanent financing loan of a permanent housing project serving eligible HHC and BHSA/MHSA clients for a period of 55 years.
Federal American Rescue Plan Act (ARPA) funds	ARPA will support acquisition, construction, and operating costs of affordable housing developments with PSH units, for example, the 555 Kelley project in predevelopment in Half Moon Bay.
Measure K Sales Tax (Local Funding)	Measure K supports capital costs for multiple affordable housing sites with PSH units, including the Cypress Point project, the Colibri Commons project, and others. These projects include dedicated units for low-income seniors, families, farmworkers, former foster youth, and people with developmental disabilities. Measure K also funds long-term rental subsidies (locally funded housing vouchers) and operating costs for affordable housing units to improve their affordability for both residents and housing developers.
HOME Investment Partnerships Act	HOME Investment Partnerships Program (HOME) funds will be used for capital construction costs for affordable housing sites with units set-aside for formerly homeless households, for example, the Colibri Commons project currently under construction in East Palo Alto.

HOME Investment Partnerships American Rescue Plan Program (HOME-ARP)

HOME-ARP funds will be used for capital construction costs at an affordable housing site with 17 units set-aside for formerly homeless households.

Mental Health Services Act and Behavioral Health Services Act

MHSA/BHSA will be used for acquisition and construction of affordable housing projects with 55-year affordability covenants and carve-outs for people with a serious mental illness experiencing homelessness who qualify. The County has set a target of 40 MHSA supportive housing units during the current housing element planning period (2023-2031). Projects currently under construction include Colibri Commons and Monarch at Redwood.

Community Development Block Grant (CDBG)

CDBG funding will be used to support capital projects for housing development, acquisition and rehabilitation activities, for example the Magnolia Senior project under predevelopment.

Affordable Housing Impact Fees (Local Funding)

Funds generated from the County's Affordable Housing Impact fee are placed in a dedicated trust fund to finance affordable housing. One project in pre-development that will be partially financed through the impact fee is the Cypress Point project in unincorporated San Mateo County.

Moving to Work (MTW) Reserve Funds

MTW funds from the Housing Authority of San Mateo County (HACSM) are being used to fund capital costs at affordable housing sites with PSH-dedicated units. For example, the 493 Eastmoor project in under predevelopment and the Midway Village II project under construction, both in Daly City.

The National Housing Trust Fund

The County received an award of \$5 million in National Housing

Trust Fund/Local Housing Trust Fund program funds which will support capital costs at 1850 Maple, a 100% affordable housing project that includes 108 PSH units.

Building Homes and Jobs Act

The County makes its annual formula allocation of the Permanent Local Housing Allocation (PLHA) of the Building Homes and Jobs Act available to eligible affordable and homeless housing development activities.

The Housing for a Healthy California Program

Housing for Healthy California has been used to support new construction of permanent supportive housing projects, such as Middlefield Junction, Midway Village Phase 2, Monarch at Redwood, etc., and will also support the 493 Eastmoor project currently under predevelopment.

The Multifamily Housing Program

The Multifamily Housing Program supported capital costs at the currently under construction North Fair Oaks affordable housing development with homeless set-aside units.

Bay Area Housing Financing Authority (BAHFA)

BAHFA funding will be used to build new affordable housing and preserve existing affordable housing.

Tax Credits and Bonds

Through its Affordable Housing Fund (AHF) NOFA, the County helps projects with homeless units be more competitive for highly competitive tax credits/bonds. The NOFA requires a minimum of 5% of units to be reserved for people experiencing homelessness and includes competitive points for projects with a total of 25% units.

Philanthropy (Private Funding)

The Sobranto Foundation donated \$5 million to the 1580 Maple affordable Housing project, currently under predevelopment.

The project will include 110 affordable units, 108 of which will be PSH units.

HUD-Veterans Affairs Supportive Housing (VASH)

The Housing Authority of San Mateo County collaborates with service providers to connect veterans experiencing homelessness or at risk of homelessness with VASH Voucher rental subsidies.

Housing Choice Voucher (HCV) Program

The Housing Authority of San Mateo County collaborates with service providers to connect eligible populations experiencing homelessness with HCV rental subsidies.

Family Unification Program (FUP)

The Housing Authority of San Mateo County collaborates with the Division of Children and Family services to connect people exiting foster care with FUP housing vouchers to prevent them from entering homelessness.

Housing Stability Vouchers

The Housing Authority of San Mateo County collaborates with service providers to connect households fleeing or attempting to flee interpersonal violence with Housing Stability Voucher rental subsidies.

Emergency Housing Vouchers (EHVs)

Households that received EHVs during the Covid-19 pandemic will continue to access EHV rental subsidies until the program ends.

Mainstream Vouchers

The Housing Authority of San Mateo County collaborates with service providers to connect people experiencing homelessness and a disability to Mainstream Voucher rental subsidies.

Identify which of the following equity improvement areas will be addressed by Key Action 10.

Equity Areas for Key Action 10

Equity area

Description of how Key Action 10 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

All Housing developments adhere to Affirmatively Furthering Fair Housing rules. Projects are designed to facilitate deliberate action to address, combat, and redress disparities resulting from past patterns of segregation. This includes fostering and maintaining compliance with civil rights and fair housing laws, strategically placing housing developments to transform racially and ethnically concentrated areas of poverty into areas of opportunity, and strategies to address disparate access to housing and services.

4. HHAP-6 Funding Plan

State Priorities for HHAP 6 Funding: HHAP 6 is intended to reflect the state’s priorities to prevent and expeditiously reduce unsheltered homelessness through homelessness prevention activities and sustain existing Interim Housing Solutions, and Permanent Housing Solutions, including long-term sustainability of interim housing and permanent affordable housing.

To complete the HHAP 6 Funding Plan:

1. Identify the Administrative Entity submitting the budget.
 - Provide the Tax ID/TIN, primary contact for the contract, contact email, contact phone, and address for where the HHAP 6 check will be mailed.
 - Provide the total dollar amount of the HHAP 6 allocation(s) being administered under the Funding Plan.
 - **Reminder: This must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.**
2. Describe all activities proposed to be funded by HHAP 6 in clear, specific terms, and:
 - Identify the HHAP 6 eligible use category under which each proposed activity is budgeted. Activities must be specific and may only be categorized under one eligible use category. Activities may not be categorized under multiple eligible use categories (including activities under the Youth Set Aside).
 - Provide the total dollar amount of HHAP 6 funding proposed for the activity.
 - **Reminder: Administrative costs may not exceed 7% of all monies received.**
 - **Reminder: The Youth Set Aside (YSA) amounts, when combined, must total at least 10% of all monies received.**
 - Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.
 - **The total HHAP 6 funding proposed for the activity** should account for all dollars budgeted toward that activity. These amounts, when added, must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.
3. Indicate whether the budget proposes to support ANY:
 - New Interim Housing (aside from those designated in the Youth Set Aside) and/or
 - Non-Housing Solutions.

Note: If the HHAP 6 budget proposes spending on New Interim Housing and/or Non-Housing Solutions, the region must document the sustainability of its permanent housing portfolio, as

outlined in NOFA section IV.A.4.c, in the next section of this application.

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

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

San Mateo County

Tax ID

94-6000532

TIN

SMC_gov_taxpayer_id_form_01242025.pdf

Primary contact for the contract

Amy Davidson

Title

Director of the Center on Homelessness

Email

adavidson@smcgov.org

Phone

(650) 670-2546

Address where HHAP 6 check will be mailed

County of San Mateo, 555 County Center Drive, Redwood City, California 94063

Funding Plan - San Mateo County

\$ Total HHAP-6 Allocation(s) Administering

\$5,026,361.32

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

HHAP-6 funding will be used to support operating costs at a 240-unit non-congregate interim shelter site where the County has projected a funding gap during the grant period. The Navigation Center of San Mateo County in Redwood City is a low-barrier, service-enriched shelter focused on connecting program participants to public benefits, health services, and income to facilitate their transition to stable, permanent housing as quickly as possible. The site allows animals/pets, the storage of possessions, and has units with space for partners and/or two-person households to stay together. Ongoing costs at the Navigation Center include but are not limited to on-site operations, housing-focused case management services, maintenance, and services coordination.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Navigation Centers

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$4,171,879.90

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action 2

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

The youth set-aside will support a rapid rehousing program for transitional age youth, including those exiting from institutions. The program provides temporary rental subsidies paired with supportive services to develop program participants' capacity to independently maintain housing.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

YSA: Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$251,318.07

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action 8

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

The youth set-aside will support operating costs for a new interim shelter supporting transitional age youth. The shelter will provide services including education and employment support, mental health support, connections to public benefits, and other services designed to support program participants to access stable, permanent housing as quickly as possible.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

YSA: Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$251,318.06

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action 2

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

HHAP 6 will support administrative costs associated with managing the HHAP 6 grant. This includes, but is not limited to, submitting monthly reports, developing expenditure plans, executing contracts, and other activities associated with grant compliance, monitoring, and implementation of the HHAP6 grant objectives.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$351,845.29

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action 2, Key Action 8

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

No

Housing Portfolio

Funding Priority Considerations: Documenting Sustainability of the Region's Interim and Permanent Housing Portfolios

Steps to complete this section:

To complete 4.b. Sustainability of the Region's Interim Housing Portfolio:

1. Identify the total existing Interim Housing shelters and beds (beds) in the region.
2. If proposing to use HHAP 6 to fund New Interim Housing solutions, aside from those designated for the Youth Set Aside, Eligible Applicants must identify the total beds proposed to be added during the grant term (FY24/25-28/29) in the region and are required to complete 4c, the Sustainability of the Region's Permanent Housing Portfolio.
3. Identify the total estimated capital and operating costs for the beds (existing and, if applicable, proposed to be added) during the grant term.
4. Identify the funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for the beds in the region for the grant term.

To complete 4.c. Sustainability of the Region's Permanent Housing Portfolio:

Required if any regional partner is proposing to spend HHAP 6 funding on New Interim Housing solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions.

For the region's existing, at-risk, and proposed permanent affordable housing identify all the following:

1. The total (existing, at-risk, and proposed) permanent affordable housing developments and units (developments) in the region. Data for existing and at-risk developments can be provided by HCD upon request.

Note: Developments proposed includes those currently seeking permanent housing funding or operations support in the region which still have a financing or supportive services and operations funding gap.

2. The total estimated capital and operating costs for (existing, at-risk, and proposed) developments during the grant term.
3. The funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for (existing, at-risk, and proposed) developments in the region for the grant term.

To complete 4.d. Documentation of Youth Set Aside Requirement:

1. Certify that the region has budgeted at least 10 percent of each HHAP 6 allocation to be spent on services for homeless youth (as defined in HSC 50216(l)).

4.b. Sustainability of the Region's Interim Housing Portfolio

Region's Interim Housing Portfolio

Number of Existing Interim Beds (beds) within the Region

1,275

(If Applicable) Number of Interim Beds Proposed to be added within the grant term (FY24/25-28/29)

10

Total Estimated Capital and Operating Cost for the Existing and Proposed Beds during the grant term

\$118,325,583.00

Funding Sources Realizing and Sustaining the Estimated Capital and Operating Costs for Beds in the Region within the Grant Term (FY24/25-FY28/29)

Funding Source	Amount Dedicated
HHAP-1	\$1,014,444.00
HHAP-2	\$151,309.00
HHAP-3	\$836,500.00
HHAP-4	\$2,766,031.00
HHAP-5	\$2,155,598.00
HHAP-6	\$4,423,198.00
HHAP-7	\$5,000,000.00
Interest from HHAP Rounds 1-7	\$1,600,000.00
Community Development Block Grant Program (CDBG)	\$200,000.00
Permanent Local Housing Allocation Program (PLHA)	\$275,000.00
Homekey	\$6,266,748.00
Measure K Sales Tax (Local Funding)	\$61,771,868.00
American Rescue Plan Act (ARPA)	\$10,213,936.00
Net County Cost (NCC)/County General Funds	\$21,660,951.00

Total Amount Dedicated Interim

\$118,335,583.00

4.d. Documentation of Youth Set Aside Requirement

By checking the box below, I certify that at least 10 percent of each HHAP 6 allocation is set-aside for youth (defined in HSC 50216(l)), as required by HSC 50241(e).

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

Yes

5. MOU and Certification

Steps to complete this section:

1. **Upload** the Memorandum of Understanding (MOU) as specified below.
2. **Complete** the certification to indicate all information included in this regional application is true and accurate.

Memorandum of Understanding (MOU)

Memorandum of Understanding (MOU)

HHAP6_MOU_draft_final.docx.pdf

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant

San Mateo County

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Amy Davidson

Phone

(650) 670-2546

Email

adavidson@smcgov.org

Participating Eligible Applicant 2

Participating Eligible Applicant

Daly/San Mateo County CoC

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Amy Davidson

Phone

Email

(650) 670-2546

adavidson@smcgov.org