

Before Starting the CoC Application

The CoC Consolidated Application consists of three parts, the CoC Application, the CoC Priority Listing, and all the CoC's project applications that were either approved and ranked, or rejected. All three must be submitted for the CoC Consolidated Application to be considered complete.

The Collaborative Applicant is responsible for reviewing the following:

1. The FY 2018 CoC Program Competition Notice of Funding Available (NOFA) for specific application and program requirements.
2. The FY 2018 CoC Application Detailed Instructions which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.
6. Questions marked with an asterisk (*), which are mandatory and require a response.

1A. Continuum of Care (CoC) Identification

Instructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

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

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

1A-3. CoC Designation: CA

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

1B. Continuum of Care (CoC) Engagement

Instructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1B-1. CoC Meeting Participants. For the period from May 1, 2017 to April 30, 2018, using the list below, applicant must: (1) select organizations and persons that participate in CoC meetings; and (2) indicate whether the organizations and persons vote, including selecting CoC Board members.

Organization/Person Categories	Participates in CoC Meetings	Votes, including selecting CoC Board Members
Local Government Staff/Officials	Yes	Yes
CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes
Law Enforcement	Yes	Yes
Local Jail(s)	Yes	Yes
Hospital(s)	Yes	Yes
EMS/Crisis Response Team(s)	Yes	Yes
Mental Health Service Organizations	Yes	Yes
Substance Abuse Service Organizations	Yes	Yes
Affordable Housing Developer(s)	Yes	Yes
Disability Service Organizations	Yes	Yes
Disability Advocates	No	No
Public Housing Authorities	Yes	Yes
CoC Funded Youth Homeless Organizations	Yes	Yes
Non-CoC Funded Youth Homeless Organizations	Yes	Yes
Youth Advocates	Yes	Yes
School Administrators/Homeless Liaisons	Yes	Yes
CoC Funded Victim Service Providers	Yes	Yes
Non-CoC Funded Victim Service Providers	Not Applicable	No
Domestic Violence Advocates	Yes	Yes
Street Outreach Team(s)	Yes	Yes
Lesbian, Gay, Bisexual, Transgender (LGBT) Advocates	Yes	Yes
LGBT Service Organizations	Yes	Yes
Agencies that serve survivors of human trafficking	Yes	Yes
Other homeless subpopulation advocates	Yes	Yes
Homeless or Formerly Homeless Persons	Yes	Yes
Mental Illness Advocates	Yes	Yes
Substance Abuse Advocates	Yes	Yes

Other:(limit 50 characters)		
Seniors	Yes	Yes
Veterans	Yes	Yes

1B-1a. Applicants must describe the specific strategy the CoC uses to solicit and consider opinions from organizations and/or persons that have an interest in preventing or ending homelessness. (limit 2,000 characters)

The CoC considers a full range of opinions by involving a wide range of stakeholders with a diversity of knowledge and interest in homelessness. The Governance Charter specifies that the CoC Steering Committee is composed of members with different expertise, including people who have experienced homelessness, homeless service providers, mainstream services, the criminal justice system, health system, the Public Housing Authority, funders, CDBG entitlement cities, and others. Meetings are open to the public and non-members can attend. The CoC Lead Agency maintains a list of many community members, who are notified of CoC meetings and transmitted information on CoC activities, trainings, and system updates. All interested parties are encouraged to participate in CoC meetings, regardless of whether they are voting members. Meeting agendas are sent ahead of time for review and include opportunities for all attendees to present information or provide input on CoC policies. The CoC Lead Agency gathers input from other entities and planning bodies working to address homelessness, including the HOPE Interagency Council (a City/County coordinating body), Community Action Agency, providers, and broad range of local elected officials. Recently, the Lead Agency worked with staff from the City of Half Moon Bay to help connect homeless clients to services during an encampment resolution conducted by the City. As a result, the Lead Agency developed a toolkit to provide jurisdictions with information about how to ensure homeless individuals are connected with services and housing if a jurisdiction decides to take an enforcement action to resolve an encampment. The Lead Agency also invites a range of speakers to CoC meetings to share information about community resources. Recently, HSA invited representatives from the Department of Housing (DOH) and Alcohol and Other Drugs (AOD) to present information about housing initiatives and access to drug treatment services.

**1B-2.Open Invitation for New Members. Applicants must describe:
 (1) the invitation process;
 (2) how the CoC communicates the invitation process to solicit new members;
 (3) how often the CoC solicits new members; and
 (4) any special outreach the CoC conducted to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join the CoC.
 (limit 2,000 characters)**

The CoC Steering Committee membership represents a wide array of stakeholders and adds new members on a regular basis to ensure continued

representation by a diversity of stakeholder groups. (1) The Lead Agency staff and the Chair of the Steering Committee review membership and solicit new members for any vacancies that are open because of resignations or term limits, as well as identify individuals to represent additional stakeholder groups. Recently, three new members joined the Steering Committee representing cities and domestic violence survivors. (2) Outreach is conducted by Lead Agency Staff and the Steering Committee chair through contacting individuals who have experienced homelessness, service providers, community-based organizations, City and County departments and other stakeholder groups. Interested individuals can also contact the CoC Lead Agency or Steering Committee Chair to request to join the committee; a new member was recently added via a request to the Lead Agency. The Lead Agency and the Steering Committee chair utilize their connections in the community to identify and recruit new members from key stakeholder groups. (3) New member invitations occur at least annually, and more often when needed based on vacancies that arise. (4) The Lead Agency staff and Steering Committee members conduct special outreach to people who have experienced homelessness by contacting former clients of homeless programs, advocacy groups, homeless service providers, and local committees and agencies that have members with lived experience. There are currently three members of the CoC Steering Committee who have experienced homelessness.

1B-3.Public Notification for Proposals from Organizations Not Previously Funded. Applicants must describe how the CoC notified the public that it will accept and consider proposals from organizations that have not previously received CoC Program funding, even if the CoC is not applying for new projects in FY 2018, and the response must include the date(s) the CoC publicly announced it was open to proposals. (limit 2,000 characters)

The CoC Lead Agency broadly announced the availability of CoC funding via the agency website (7/6/18), email blasts (7/2/18, 7/9/18, 7/17/18, 7/24/18), and social media (7/11/18). The CoC encourages new organizations to apply for CoC funds and existing grantees do not receive preferential scoring when applying for new projects. An information session was announced on 7/2/18 and held on 7/10/18 for potential applicants; in attendance were CoC-funded and non-CoC funded agencies. The CoC Lead Agency staff are available to answer questions by phone or email to potential applicants. Contact information for two Lead Agency staff, along with a technical assistance provider, is listed on the NOFA-related documents posted on the CoC Lead Agency’s website, so that any potential applicant can contact them for assistance. The process used to determine which new project applications to include in the Collaborative Application is documented in the Project Review and Ranking Policy approved by the CoC Steering Committee on 7/13/18, published on the Lead Agency website and distributed via email. The scoring criteria for new projects are based on project quality and feasibility. Preferential treatment is not given to existing grantees. For example, new projects must target an eligible population and have a strong outreach plan specifically designed to identify and engage people in the target population and ensure they are able to access the program. New projects must also follow the Housing First Model and housing must be appropriate for program participants. During the 2017 and 2016 funding rounds, the CoC received new project applications from 2 organizations that had not previously received CoC funding.

1C. Continuum of Care (CoC) Coordination

Instructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1C-1. CoCs Coordination, Planning, and Operation of Projects. Applicants must use the chart below to identify the federal, state, local, private, and other organizations that serve individuals, families, unaccompanied youth, persons who are fleeing domestic violence who are experiencing homelessness, or those at risk of homelessness that are included in the CoCs coordination, planning, and operation of projects.

Entities or Organizations the CoC coordinates planning and operation of projects	Coordinates with Planning and Operation of Projects
Housing Opportunities for Persons with AIDS (HOPWA)	Yes
Temporary Assistance for Needy Families (TANF)	Yes
Runaway and Homeless Youth (RHY)	Yes
Head Start Program	Yes
Funding Collaboratives	Not Applicable
Private Foundations	Yes
Housing and services programs funded through U.S. Department of Justice (DOJ) Funded Housing and Service Programs	Yes
Housing and services programs funded through U.S. Health and Human Services (HHS) Funded Housing and Service Programs	Yes
Housing and service programs funded through other Federal resources	Yes
Housing and services programs funded through State Government	Yes
Housing and services programs funded through Local Government	Yes
Housing and service programs funded through private entities, including foundations	Yes
Other:(limit 50 characters)	
Cities (CDBG entitlement cities and other cities)	Yes
Housing programs with Behavioral Health funding	Yes

1C-2. CoC Consultation with ESG Program Recipients. Applicants must describe how the CoC:
(1) consulted with ESG Program recipients in planning and allocating ESG funds; and
(2) participated in the evaluating and reporting performance of ESG Program recipients and subrecipients.
(limit 2,000 characters)

(1) The San Mateo County Department of Housing (DOH) is the only entity in the CoC that receives an ESG allocation. DOH is also the administrative entity for CDBG and for State ESG funds received by San Mateo County. The CoC Lead Agency staff and DOH staff collaborate on an ongoing basis about ESG

and other topics, including CDBG funding priorities, the Consolidated Plan, and local affordable housing funding planning. CoC Lead Agency staff work closely with DOH staff on local planning for ESG. CoC staff and DOH staff collaboratively design the local application process and jointly establish funding priorities, ensuring alignment with the CoC's strategic plan, including alignment with key performance metrics and system performance measures. CoC staff also review funding applications along with DOH staff and provide input on ESG funding allocations. ESG allocations are approved by the Housing and Community Development Committee (HCDC), which includes representation from the CoC Steering Committee. (2) The CoC Lead Agency provides performance data on ESG-funded programs to DOH. The CoC Lead Agency and DOH staff discuss program performance, strengths, and challenges of ESG funded programs. The CoC Lead Agency also collaborates with DOH staff on evaluating the programs in terms of their role in the homeless crisis resolution system, such as how the programs receive referrals from Coordinated Entry. The CoC Lead Agency incorporates performance measurements within its contracts with ESG-funded shelters and RRH programs. Contracts are monitored on a quarterly basis, with contractors submitting quarterly and year-to-date performance measurement data to the CoC Lead Agency.

1C-2a. Providing PIT and HIC Data to Consolidated Plan Jurisdictions. Did the CoC provide Point-in-Time (PIT) and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area? Yes to both

1C-2b. Providing Other Data to Consolidated Plan Jurisdictions. Did the CoC provide local homelessness information other than PIT and HIC data to the jurisdiction(s) Consolidated Plan(s)? Yes

1C-3. Addressing the Safety Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors. Applicants must describe:

- (1) the CoC's protocols, including the existence of the CoC's emergency transfer plan, that prioritizes safety and trauma-informed, victim-centered services to prioritize safety; and**
 - (2) how the CoC maximizes client choice for housing and services while ensuring safety and confidentiality.**
- (limit 2,000 characters)**

The CoC is committed to ensuring the safety of households fleeing DV while respecting their housing choices. (1) If a household directly contacts CORA (the local victim services provider), CORA offers a trauma-informed, victim-centered 24-hour hotline with access to safe housing options and other survivor services. The hotline provides access to CORA's many services, including emergency shelter, housing, legal services, and mental health services. These programs are designed to provide survivors with supportive services which are individualized to the specific needs, safety issues, and choices of each survivor

and his/her family. Households contacting the Coordinated Entry System (CES) are screened using victim-centered practices to determine if there is a safety issue and receive referrals to DV or non-DV shelter and housing. The CoC has adopted a set of CoC policies to support victims of DV, including an Emergency Transfer Plan. The CoC also ensures that covered programs maintain procedures in compliance with VAWA and HUD's DV Rule, including how programs offer tenants the ability to transfer to another unit for safety reasons. (2) Regardless of whether clients initially contact the homeless system through CORA or through a non-DV provider, clients are referred to housing that takes into consideration their unique circumstances (e.g. income level, behavioral health needs, proximity to schools). Both CORA and CES make referrals to DV-specific housing programs, including those receiving ESG, CoC, DOJ/OVW, HHS and other funds. If a client is identified as a DV survivor during the CES process, CES will refer and connect the client to CORA. CORA will assess the client's needs and safety and offer them shelter in a CORA shelter with a confidential location if appropriate. For clients served by CORA, data is securely entered into an HMIS-compatible database. DV households in homeless programs are never denied assistance if they do not wish to participate in HMIS.

1C-3a. Applicants must describe how the CoC coordinates with victim services providers to provide annual training to CoC area projects and Coordinated Entry staff that addresses best practices in serving survivors of domestic violence, dating violence, sexual assault, and stalking. (limit 2,000 characters)

The CoC Lead Agency and the Diversion/Coordinated Entry Services (CES) provider agency provide ongoing training for all CES staff on CES procedures, including safety screenings and the safety protocol designed by Community Overcoming Relationship Abuse (CORA), the community's victim services provider. CORA provides training to CE staff annually on topics related to domestic violence, dating violence, sexual assault and stalking, including trauma-informed care, DV screening questions, interviewing, and safety planning. This year, the CES team attended an additional 40-hour DV training led by CORA. The training covered topics such as DV and trauma, how children are impacted by domestic violence in their families, legal proceedings, CORA services, cultural awareness, safety planning and strategies for tailoring services based on each client's and family's individualized needs. Via the CES DV protocol, clients identified as having a potential safety issue are immediately connected to CORA's DV hotline for DV assessment and connection to shelter, housing and services. CES provider leadership maintain a close collaboration with CORA program leadership to continually communicate and refine procedures when needed. Homeless service programs train their staff on at least an annual basis regarding best practices for serving survivors of DV, dating violence, sexual assault and stalking. The CoC Lead Agency also coordinates a quarterly convening of agency leadership of the DV victim services provider, the CES provider agency and shelter providers, to ensure ongoing collaboration.

1C-3b. Applicants must describe the data the CoC uses to assess the scope of community needs related to domestic violence, dating violence, sexual assault, and stalking, including data from a comparable database. (limit 2,000 characters)

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

Data used to assess the scope of community needs related to domestic violence, dating violence, sexual assault, and stalking during FY 17-18 include: 4,574 calls to the CORA hotline; 1,033 calls to the CORA hotline that were related to housing or homelessness; 109 households (113 adults and 72 children) that were served in CORA's shelters; and 36 households (37 adults and 50 children) that were served in CORA's housing programs. In addition, data that the CoC Lead Agency pulled from HMIS during FY 17-18 showed that: (1) 219 individuals who entered emergency shelter, transitional housing, or rapid rehousing and indicated they were survivors of DV and (2) of those that indicated they were survivors of DV who exited emergency shelter or transitional housing, 77% exited to non-permanent housing destinations.

**1C-4. DV Bonus Projects. Is your CoC Yes
 applying for DV Bonus Projects?**

1C-4a. From the list, applicants must indicate the type(s) of DV Bonus project(s) that project applicants are applying for which the CoC is including in its Priority Listing.

SSO Coordinated Entry	<input type="checkbox"/>
RRH	<input checked="" type="checkbox"/>
Joint TH/RRH	<input type="checkbox"/>

1C-4b. Applicants must describe:
 (1) how many domestic violence survivors the CoC is currently serving in the CoC's geographic area;
 (2) the data source the CoC used for the calculations; and
 (3) how the CoC collected the data.
 (limit 2,000 characters)

(1) The number of DV survivors served in the CoC is measured by looking at data from the community's HMIS system and also data from CORA, the victim

services provider. During FY 17-18 there were 109 households (113 adults and 72 children) that were served in CORA's shelters and 36 households (37 adults and 50 children) who were served in CORA's housing programs, including transitional housing and housing subsidy programs. In total, CORA served a total of 145 households comprising 272 people. In addition to utilizing this data about clients served by CORA programs, the CoC lead agency reviewed data from HMIS which documented that during FY 17-18, there were 219 individuals who entered emergency shelter, transitional housing, or rapid rehousing and indicated they were survivors of DV. Because some households are served in both CORA and CoC programs, it is not possible to de-duplicate the CORA and HMIS data due to the confidentiality of the CORA's client-specific data. However, the CoC estimates approximately 400 people in approximately 235 households experiencing DV were served in FY17-18 across the whole system (either a CORA program, a CoC program, or both CORA and CoC programs). (2) The data sources used for these calculations are CORA's HMIS compliant database, Apricot, and the CoC's HMIS, Clarity Human Services by Bitfocus. (3) The CoC collected this data by running a custom data report from Clarity and by working with CORA to extract comparable information from Apricot about numbers of clients and households served in FY17-18.

1C-4c. Applicants must describe:

- (1) how many domestic violence survivors need housing or services in the CoC's geographic area;**
 - (2) data source the CoC used for the calculations; and**
 - (3) how the CoC collected the data.**
- (limit 2,000 characters)**

(1) The CoC estimates the need for housing and services among DV survivors by looking at data from the CORA hotline, which is the 24/7 centralized call center where people experiencing DV are referred if they may be experiencing DV for assessment and services. The CORA hotline is well known throughout the community and is the point of entry for DV services. Many community agencies, including law enforcement, cities, non-profits, schools, health providers, and others promote awareness of the hotline for anyone who may be experiencing DV. During FY 17-18 there were 4,574 calls to the CORA hotline and 1,033 of these calls were related to housing or homelessness. While some of these households were served in the CoC's existing programs, many were turned away due to lack of capacity. For those with significant safety issues, referrals are confidentially made to programs outside San Mateo County. Those with less urgent needs wait for placement into a shelter or transitional bed, attempt to self-resolve their housing and safety situation, or remain with their abuser. While it is not possible to estimate precisely how many of these calls were from households in need of emergency shelter or homeless assistance, the CoC estimates that 1,000 people in approximately 587 households were in need of housing or housing-related services in the CoC's geographic area based on information from the hotline. (2) The data source used for these calculations is data from CORA regarding the hotline. (3) The CoC collected this data by working with CORA to extract the data from their hotline database.

1C-4d. Based on questions 1C-4b. and 1C-4c., applicant must:

- (1) describe the unmet need for housing and services for DV survivors, or if the CoC is applying for an SSO-CE project, describe how the current**

**Coordinated Entry is inadequate to address the needs of DV survivors;
(2) quantify the unmet need for housing and services for DV survivors;
(3) describe the data source the CoC used to quantify the unmet need for housing and services for DV survivors; and
(4) describe how the CoC determined the unmet need for housing and services for DV survivors.
(limit 3,000 characters)**

(1 and 2) Based on an analysis of information received from CORA (the community's victim services provider) demonstrating that 1,000 people in 587 households were in need of housing or services in FY 17-18, and the information pulled from CORA's database and HMIS indicating that 400 people in 235 households experiencing DV were served in the system in FY 17-18, there is an unmet need for housing and services for DV survivors. The unmet need for housing and services for DV survivors is approximately 600 people in 352 households. This estimate was calculated by taking the total number of people/households needing assistance, minus the number that we estimate can be served annually (based on FY17-18 actuals). (3) The CoC collected this data by running a custom data report from Clarity and by working with CORA to extract comparable information from CORA's data system, Apricot, about numbers of clients and households served in FY17-18. (4) The CoC lead agency has a close collaborative working relationship with CORA, so the CoC lead agency and CORA work together to evaluate the level of need for additional services for DV survivors who need housing services. The CoC determined the unmet need for housing and services for DV survivors by looking at the difference of the number of people and households requesting housing, shelter, and housing-related services and those who were served in CORA and/or CoC programs. In addition, even though many households of DV survivors were served through emergency shelters and transitional housing programs within the CoC, approximately 77% of those households exited to non-permanent housing destinations showing a need for more permanent housing programs for this population.

**1C-4e. Applicants must describe how the DV Bonus project(s) being applied for will address the unmet needs of domestic violence survivors.
(limit 2,000 characters)**

The proposed DV bonus project will provide 18 households with rapid re-housing assistance to help them secure permanent housing. This project will help meet the unmet need of the approximate 600 people and 352 households identified in 1C-4d, above.

Loss or destabilization of housing further affects a household impacted by DV. A safe and stable place to live is foundational to healing and regaining self-determination. However, with the current affordable housing crisis, this has been a challenge. Facing the exorbitant cost of living in San Mateo County, many survivors cannot secure housing and sometimes stay with or return to their abuser, resulting in additional challenges.

In response, the CoC is applying for a DV Housing First (DVHF) model rapid re-housing program operated by CORA to add to the continuum of housing programs for DV survivors. CORA has decades of experience in providing housing services to DV survivors. DVHF gets survivors into stable housing quickly and then provides them the necessary supports to rebuild their lives.

The program will provide clients with safe, affordable units where they hold the lease and will provide individualized supports, ensuring they will maintain permanent housing. CORA's DVHF project is designed to ensure that CORA can serve as many clients as possible while providing each household with short-term rental subsidies and survivor-driven case management that meets their unique needs and circumstances. This includes regular meetings in a convenient location for the client, survivor-driven development of self-sufficiency goals and housing options, flexible financial assistance (transportation, moving costs, etc.), and access to CORA's wraparound services (e.g. legal, mental health, children's programming). For clients requesting out-of-county housing, CORA will provide similar services. Referrals will be received from the Coordinated Entry System.

1C-4f. Applicants must address the capacity of each project applicant applying for DV bonus projects to implement a DV Bonus project by describing:

- (1) rate of housing placement of DV survivors;**
 - (2) rate of housing retention of DV survivors;**
 - (3) improvements in safety of DV survivors; and**
 - (4) how the project applicant addresses multiple barriers faced by DV survivors.**
- (limit 4,000 characters)**

The proposed DV bonus project will be operated by CORA, the community's victim services provider. CORA has extensive experience in operating a wide variety of services for DV survivors, including shelter and housing programs, legal services, mental health services, and other supportive services. For decades, CORA has operated programs for DV survivors who are experiencing homelessness, including managing housing programs, administering rental subsidy programs, and delivering survivor-driven, trauma-informed case management. CORA is an active participant in the CoC Steering Committee and CORA's recent strategic plan development process included a focus on further strengthening their housing first approach for working with survivors with housing needs. (1) In spite of the challenging local housing market, between May 1, 2017 and April 30, 2018, 70% (16/23) of CORA's transitional housing (TH) clients exited to permanent housing (PH). (2) CORA does not track housing retention data. However, to ensure that program participants retain their housing after entering this challenging housing market, clients are offered the opportunity to participate in housing sustainability and self-sufficiency workshops through CORA as well as other partner agencies. Other key components of CORA's programs include ongoing relationships between CORA's Family Advocates and local landlords; staff skilled in assisting clients in their housing search; and CORA's progressive engagement model that allows clients to quickly move into housing while receiving trauma informed support services. (3) CORA's various programs promote both short-term and long-term safety. In the short-term, CORA provides DV survivors and their children with on-demand crisis intervention services (e.g. needs assessment, crisis counseling, safety planning, referrals, etc.), including a 24-hour crisis hotline and safe, confidential shelters to flee a dangerous environment (or hotel nights if a shelter is at capacity). This allows survivors to address their immediate safety needs. In the long-term, CORA provides survivors with ongoing services that not only help secure safety (e.g. restraining orders as part of our legal program), but also self-sufficiency skills (e.g. increased income, parenting skills,

employment resources) and interventions (e.g. mental health services, therapeutic services for children, supportive/transitional housing) that help improve long-term outcomes. (4) CORA's housing programs prioritize households who are fleeing DV with the greatest housing barriers including: homelessness, high levels of trauma, unemployment, and low or no income, among many others. These, in turn, can cause survivors to be at their most vulnerable when trying to re-build a violence-free life. In response, CORA provides extensive voluntary wraparound services, which serve to support a survivor who may be encountering some or all these barriers. CORA staff have established relationships with service providers and work closely with each survivor to attune to their needs, however high they may be. CORA also has trained clinicians well-versed in trauma, substance use disorders, and mental health disorders. Legal services and immigration support are also available at CORA. CORA also provides children with intensive case management and child therapy services. CORA serves all survivors, regardless of race, color, religion, national origin, sex, gender identity, sexual orientation, disability, and regularly implements trainings and programming to meet the unique needs of our population.

1C-5. PHAs within CoC. Applicants must use the chart to provide information about each Public Housing Agency (PHA) in the CoC's geographic areas:

- (1) Identify the percentage of new admissions to the Public Housing or Housing Choice Voucher (HCV) Programs in the PHA who were experiencing homelessness at the time of admission;**
- (2) Indicate whether the PHA has a homeless admission preference in its Public Housing and/or HCV Program; and**
- (3) Indicate whether the CoC has a move on strategy. The information should be for Federal Fiscal Year 2017.**

Public Housing Agency Name	% New Admissions into Public Housing and Housing Choice Voucher Program during FY 2017 who were experiencing homelessness at entry	PHA has General or Limited Homeless Preference	PHA has a Preference for current PSH program participants no longer needing intensive supportive services, e.g. move on?
Housing Authority of San Mateo County	24.00%	Yes-HCV	Yes

If you select "Yes--Public Housing," "Yes--HCV," or "Yes--Both" for "PHA has general or limited homeless preference," you must attach documentation of the preference from the PHA in order to receive credit.

1C-5a. For each PHA where there is not a homeless admission preference in their written policy, applicants must identify the steps the CoC has taken to encourage the PHA to adopt such a policy. (limit 2,000 characters)

Not applicable

1C-5b. Move On Strategy with Affordable Housing Providers. Does the CoC have a Move On strategy with affordable housing providers in its jurisdiction (e.g., multifamily assisted housing owners, PHAs, Low Income Tax Credit (LIHTC) developments, or local low-income housing programs)? Yes

**Move On strategy description.
(limit 2,000 characters)**

The Housing Authority of San Mateo County (HASMC) worked collaboratively with the CoC Lead Agency to develop and implement a Moving On program that allows individuals currently in Permanent Supportive Housing (PSH) to receive a Housing Choice Voucher (HCV). The Moving On Program is targeted to those PSH participants who have been assessed by their lead service provider as stable in their housing and no longer in need of intensive supportive services. Once identified, these tenants are offered the option to Move On to an HCV. Tenants may opt to remain in the PSH program if they so choose. For those who opt to Move On, they will receive support from their current PSH service provider to complete all needed documentation and paperwork for the Moving On program. Since most of the PSH in San Mateo County involves tenant-based subsidies, participants who enter the Moving On program generally do not need to move to a new unit. They can simply switch to a new subsidy source. Since many also are already receiving services through existing mainstream systems (e.g. behavioral health), they may continue to receive these services without an interruption. If they are not currently receiving mainstream assistance, their PSH service provider will support them in connecting with applicable support services, based on their individual needs. Once tenants complete the Moving On process, their PSH slot is opened to be filled with a new chronically homeless individual identified and referred through the Coordinated Entry System. The Moving On program is documented in the HASMC's Administrative Plan and PSH Policies and Procedures.

**1C-6. Addressing the Needs of Lesbian, Gay, Bisexual, Transgender (LGBT). Applicants must describe the actions the CoC has taken to address the needs of Lesbian, Gay, Bisexual, and Transgender individuals and their families experiencing homelessness.
(limit 2,000 characters)**

The CoC requires all homeless service providers, not only HUD-funded programs, to comply with the Equal Access Rule in order to provide appropriate and accessible services to LGBTQ clients. The CoC Lead Agency, which also acts as a local funder of homeless services, has integrated compliance with the Equal Access Rule into the requirements of its funding contracts with all shelters. The CoC also provides ongoing technical assistance to implement the Equal Access Rule and ensure programs are welcoming to all clients, including those who are LGBTQ. The CoC Lead Agency coordinated individual technical assistance visits with homeless system providers in late 2017 through early 2018 that offered additional technical assistance on needs of LGBTQ households and non-discrimination requirements. The CoC adopted an anti-

discrimination policy on 9/12/17 which is incorporated in the Governance Charter. Training on equal access and non-discrimination is provided annually. The San Mateo County Pride Center, an LGBTQ pride center which opened in June 2017, is operated by homeless youth provider, StarVista. As part of the annual non-discrimination and equal access training, the CoC hosted an LGBTQ Cultural Competency training for homeless service providers, including Coordinated Entry staff, shelter staff, and housing program staff. The training included guest speakers from the San Mateo County Pride Center and the Behavioral Health and Recovery Services Office of Diversity and Equity. This training provided staff with best practices for discussing gender identity and sexual orientation with clients and ensuring that all individuals seeking services, shelter, and/or housing feel welcome, safe, and respected.

1C-6a. Anti-Discrimination Policy and Training. Applicants must indicate if the CoC implemented a CoC-wide anti-discrimination policy and conducted CoC-wide anti-discrimination training on the Equal Access Final Rule and the Gender Identity Final Rule.

1. Did the CoC implement a CoC-wide anti-discrimination policy that applies to all projects regardless of funding source?	Yes
2. Did the CoC conduct annual CoC-wide training with providers on how to effectively implement the Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity (Equal Access Final Rule)?	Yes
3. Did the CoC conduct annual CoC-wide training with providers on how to effectively implement Equal Access to Housing in HUD Programs in Accordance with an Individual's Gender Identity (Gender Identity Final Rule)?	Yes

1C-7. Criminalization of Homelessness. Applicants must select the specific strategies the CoC implemented to prevent the criminalization of homelessness in the CoC's geographic area. Select all that apply.

Engaged/educated local policymakers:	<input checked="" type="checkbox"/>
Engaged/educated law enforcement:	<input checked="" type="checkbox"/>
Engaged/educated local business leaders:	<input checked="" type="checkbox"/>
Implemented communitywide plans:	<input checked="" type="checkbox"/>
No strategies have been implemented:	<input type="checkbox"/>
Other:(limit 50 characters)	
Outreach team/law enforcement collaboration	<input checked="" type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

1C-8. Centralized or Coordinated Assessment System. Applicants must:
(1) demonstrate the coordinated entry system covers the entire CoC geographic area;
(2) demonstrate the coordinated entry system reaches people who are least likely to apply homelessness assistance in the absence of special outreach;
(3) demonstrate the assessment process prioritizes people most in need of assistance and ensures they receive assistance in a timely manner; and
(4) attach CoC's standard assessment tool.
(limit 2,000 characters)

(1) The Coordinated Entry System (CES) for all populations covers the entire County geography, which is the same as the CoC. The access points are any of the eight Core Service Agencies which are geographically dispersed to cover all regions of the County. The mobile Homeless Outreach Team (HOT) is a designated access point for any household living outdoors that is not able to or does not wish to go to a Core Service Agency. HOT conducts all primary CE functions in the field with unsheltered individuals, thus they are not required to go to an access point. (2) CES is widely marketed and available to all persons, including people experiencing chronic homelessness, veterans, families with children, youth, survivors of domestic violence, and people with language barriers and physical or mental disabilities. Special outreach is conducted by the eight Core Service Agencies directly and through partnerships in their geographic areas with partners such as law enforcement, mental health service providers, medical clinics, schools, city staff, community advocates, and others. HOT conducts ongoing outreach throughout the community, focusing on areas with higher numbers of unsheltered people. HOT works closely with the County Health Dept. Street Medicine team to identify and serve medically vulnerable homeless individuals and connect them to shelter and housing via CES. (3) As an initial step, the CES conducts a diversion conversation with each household to determine if an immediate solution to their housing crisis can be identified. For households that cannot be diverted, the CES uses a locally designed assessment tool that collects information about length of time homeless, vulnerability and barriers to housing. Households assessed as being high need based on these factors are prioritized for a housing intervention. The CES only prioritizes as many households as can be housed in a 90-day time period, ensuring that prioritized households are assisted in a timely manner.

1D. Continuum of Care (CoC) Discharge Planning

Instructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1D-1. Discharge Planning–State and Local. Applicants must indicate whether the CoC has a discharge policy to ensure persons discharged from the systems of care listed are not discharged directly to the streets, emergency shelters, or other homeless assistance programs. Check all that apply (note that when "None:" is selected no other system of care should be selected).

Foster Care:	<input type="checkbox"/>
Health Care:	<input type="checkbox"/>
Mental Health Care:	<input type="checkbox"/>
Correctional Facilities:	<input type="checkbox"/>
None:	<input checked="" type="checkbox"/>

1D-2. Discharge Planning Coordination. Applicants must indicate whether the CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs. Check all that apply (note that when "None:" is selected no other system of care should be selected).

Foster Care:	<input checked="" type="checkbox"/>
Health Care:	<input checked="" type="checkbox"/>
Mental Health Care:	<input checked="" type="checkbox"/>
Correctional Facilities:	<input checked="" type="checkbox"/>
None:	<input type="checkbox"/>

1E. Continuum of Care (CoC) Project Review, Ranking, and Selection

Instructions

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1E-1. Project Ranking and Selection. Applicants must indicate whether the CoC used the following to rank and select project applications for the FY 2018 CoC Program Competition:

- (1) objective criteria;**
- (2) at least one factor related to achieving positive housing outcomes;**
- (3) a specific method for evaluating projects submitted by victim services providers; and**
- (4) attach evidence that supports the process selected.**

Used Objective Criteria for Review, Rating, Ranking and Section	Yes
Included at least one factor related to achieving positive housing outcomes	Yes
Included a specific method for evaluating projects submitted by victim service providers	Yes

1E-2. Severity of Needs and Vulnerabilities. Applicants must describe:

- (1) the specific severity of needs and vulnerabilities the CoC considered when reviewing, ranking, and rating projects; and**
- (2) how the CoC takes severity of needs and vulnerabilities into account during the review, rating, and ranking process.**

(limit 2,000 characters)

One of the scoring factors in the renewal project ranking process is whether the project is serving a high-need, vulnerable population and is based on the following factors: the extent to which the project serves individuals entering from literal homelessness (streets/shelters), have no income at entry, or have a disabling condition. The information is drawn from HMIS data, or, in the case of DV projects, from an HMIS compliant database. Projects serving more households with high needs and vulnerabilities receive higher scores. Additionally, project applicants are asked to provide a narrative describing how they target and prioritize high-need households, and if/how they take affirmative steps to make housing and services accessible to people with significant vulnerabilities, including having experienced abuse or victimization (including domestic violence, sexual assault, child abuse), criminal histories, chronic homelessness, low/no income, or current/past substance use. Projects are rated as highly accessible, accessible, or not accessible for highest-need households.

An additional scoring factor in the project ranking process is whether the project

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

Together, the high-need scoring factor and the factors related to Housing First and low/no barriers to participation allow the CoC to assess applicants for actual use by, and prospective accessibility to, high-need populations.

- 1E-3. Public Postings. Applicants must indicate how the CoC made public:**
- (1) objective ranking and selection process the CoC used for all projects (new and renewal);**
 - (2) CoC Consolidated Application—including the CoC Application, Priority Listings, and all projects accepted and ranked or rejected, which HUD required CoCs to post to their websites, or partners websites, at least 2 days before the CoC Program Competition application submission deadline; and**
 - (3) attach documentation demonstrating the objective ranking, rating, and selections process and the final version of the completed CoC Consolidated Application, including the CoC Application with attachments, Priority Listing with reallocation forms and all project applications that were accepted and ranked, or rejected (new and renewal) was made publicly available, that legibly displays the date the CoC publicly posted the documents.**

Public Posting of Objective Ranking and Selection Process		Public Posting of CoC Consolidated Application including: CoC Application, Priority Listings, Project Listings	
CoC or other Website	<input type="checkbox"/>	CoC or other Website	<input type="checkbox"/>
Email	<input type="checkbox"/>	Email	<input type="checkbox"/>
Mail	<input type="checkbox"/>	Mail	<input type="checkbox"/>
Advertising in Local Newspaper(s)	<input type="checkbox"/>	Advertising in Local Newspaper(s)	<input type="checkbox"/>
Advertising on Radio or Television	<input type="checkbox"/>	Advertising on Radio or Television	<input type="checkbox"/>
Social Media (Twitter, Facebook, etc.)	<input type="checkbox"/>	Social Media (Twitter, Facebook, etc.)	<input type="checkbox"/>

1E-4. Reallocation. Applicants must indicate whether the CoC has cumulatively reallocated at least 20 percent of the CoC’s ARD between the FY 2014 and FY 2018 CoC Program Competitions.

Reallocation: No

1E-4a. If the answer is “No” to question 1E-4, applicants must describe how the CoC actively reviews performance of existing CoC Program-funded projects to determine the viability of reallocating to create new high performing projects.

(limit 2,000 characters)

The CoC has demonstrated a commitment to maintaining its high-performing projects to optimize system performance. The CoC has historically used reallocation to increase permanent housing capacity in the community. The CoC actively reviews performance of all renewal projects through the project ranking process. All projects are scored using objective performance criteria. Projects falling into Tier 2 based on their score are candidates for reallocation. Any grants with significant underspending are also candidates to have their grant amount reallocated. The CoC Review Panel makes recommendations as to whether to reallocate lower performing projects. Any reallocated funds go toward adding capacity to existing higher-performing permanent supportive housing or rapid re-housing projects, or to creating new programs of these types. Renewal projects are advised that lower performance may cause projects to be reallocated in order to optimize the strength of the CoC overall in responding to the community’s needs. Over each of the past three NOFAs, the CoC has eliminated or reduced funding for one or more low-performing programs. The CoC also reduced the grant of a PSH program with a history of underspending. In FY 2016 and FY 2017, the CoC reallocated over \$400,000 from TH programs to create additional PSH capacity.

1E-5. Local CoC Competition. Applicants must indicate whether the CoC:
(1) established a deadline for project applications that was no later than 30 days before the FY 2018 CoC Program Competition Application deadline—attachment required;
(2) rejected or reduced project application(s)—attachment required; and
(3) notify applicants that their project application(s) were being rejected or reduced, in writing, outside of e-snaps, at least 15 days before FY 2018 CoC Program Competition Application deadline—attachment required. :

(1) Did the CoC establish a deadline for project applications that was no later than 30 days before the FY 2018 CoC Program Competition Application deadline? Attachment required.	Yes
(2) If the CoC rejected or reduced project application(s), did the CoC notify applicants that their project application(s) were being rejected or reduced, in writing, outside of e-snaps, at least 15 days before FY 2018 CoC Program Competition Application deadline? Attachment required.	Yes
(3) Did the CoC notify applicants that their applications were accepted and ranked on the Priority Listing in writing outside of e-snaps, at least 15 before days of the FY 2018 CoC Program Competition Application deadline?	Yes

2A. Homeless Management Information System (HMIS) Implementation

Intructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

2A-1. Roles and Responsibilities of the CoC and HMIS Lead. Does your CoC have in place a Governance Charter or other written documentation (e.g., MOU/MOA) that outlines the roles and responsibilities of the CoC and HMIS Lead? Attachment Required. Yes

2A-1a. Applicants must: Governance Charter pages 1, 2, 3, 7, 8, & 9
(1) provide the page number(s) where the roles and responsibilities of the CoC and HMIS Lead can be found in the attached document(s) referenced in 2A-1, and
(2) indicate the document type attached for question 2A-1 that includes roles and responsibilities of the CoC and HMIS Lead (e.g., Governance Charter, MOU/MOA).

2A-2. HMIS Policy and Procedures Manual. Does your CoC have a HMIS Policy and Procedures Manual? Attachment Required. Yes

2A-3. HMIS Vender. What is the name of the HMIS software vendor? BitFocus

2A-4. HMIS Implementation Coverage Area. Using the drop-down boxes, applicants must select the HMIS implementation Coverage area. Single CoC

2A-5. Bed Coverage Rate. Using 2018 HIC and HMIS data, applicants must report by project type:
(1) total number of beds in 2018 HIC;
(2) total beds dedicated for DV in the 2018 HIC; and

(3) total number of beds in HMIS.

Project Type	Total Beds in 2018 HIC	Total Beds in HIC Dedicated for DV	Total Beds in HMIS	HMIS Bed Coverage Rate
Emergency Shelter (ES) beds	310	28	282	100.00%
Safe Haven (SH) beds	0	0	0	
Transitional Housing (TH) beds	370	22	338	97.13%
Rapid Re-Housing (RRH) beds	342	14	328	100.00%
Permanent Supportive Housing (PSH) beds	750	33	565	78.80%
Other Permanent Housing (OPH) beds	275	0	275	100.00%

2A-5a. To receive partial credit, if the bed coverage rate is 84.99 percent or lower for any of the project types in question 2A-5., applicants must provide clear steps on how the CoC intends to increase this percentage for each project type over the next 12 months. (limit 2,000 characters)

Our goal as a CoC is to get as close as possible to 100% participation for each project type. The only project type below 95% is PSH (currently 79%). The coverage rate for the PSH project type is lower than the other intervention types due to including programs that are not funded through CoC, ESG, or Lead Agency local funds and therefore not required to participate in HMIS. The CoC Lead Agency has a collaborative connection with the County’s Behavioral Health and Recovery Services (BHRS), one of the main funders of PSH in the community. The Lead Agency is working on continuing to strengthen its connections with BHRS and is engaging BHRS to help increase HMIS participation among their PSH providers. Lead Agency staff will also increase outreach to and communications with non-participating PSH providers to explain the benefits of having their data in the local HMIS system and receiving referrals from our CES. The CoC Lead Agency offers HMIS training and support to encourage participation and there is no cost to HMIS-participating agencies for HMIS licenses. CoC Lead Agency staff are available to meet with executive leadership and funders of the provider agencies to encourage HMIS participation.

2A-6. AHAR Shells Submission: How many 2017 Annual Housing Assessment Report (AHAR) tables shells did HUD accept? 12

2A-7. CoC Data Submission in HDX. Applicants must enter the date the CoC submitted the 2018 Housing Inventory Count (HIC) data into the Homelessness Data Exchange (HDX). (mm/dd/yyyy) 04/27/2018

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

Instructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

2B-1. PIT Count Date. Applicants must enter the date the CoC conducted its 2018 PIT count (mm/dd/yyyy). 01/23/2018

2B-2. HDX Submission Date. Applicants must enter the date the CoC submitted its PIT count data in HDX (mm/dd/yyyy). 04/27/2018

2C. Continuum of Care (CoC) Point-in-Time (PIT) Count: Methodologies

Instructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

**2C-1. Change in Sheltered PIT Count Implementation. Applicants must describe any change in the CoC’s sheltered PIT count implementation, including methodology and data quality changes from 2017 to 2018. Specifically, how those changes impacted the CoC’s sheltered PIT count results.
 (limit 2,000 characters)**

There were no changes to the CoC’s sheltered PIT methodology or data quality between 2017 and 2018. The CoC continues to experience high participation by providers and uphold a commitment to quality in the sheltered count. The CoC Lead Agency ensured there was open communication with providers regarding the sheltered PIT count methodology and procedures and provided technical assistance to support providers and encourage timely, accurate data submissions.

The Sheltered PIT Count in 2017 was 616 and the Sheltered PIT Count in 2018 was 601. This represents a decrease of 15 people (2%). The variance is due to normal occupancy changes. The only change between 2017 and 2018 was that one provider changed its project type from TH to ES, however this is not considered a methodology or data quality change. Since these beds were still counted in the Sheltered PIT Count, there was no impact to the overall Sheltered PIT Count number.

2C-2. Did your CoC change its provider coverage in the 2018 sheltered count? No

2C-2a. If “Yes” was selected in 2C-2, applicants must enter the number of beds that were added or removed in the 2018 sheltered PIT count.

Beds Added:	0
Beds Removed:	0
Total:	0

2C-3. Presidentially Declared Disaster Changes to Sheltered PIT Count. Did your CoC add or remove emergency shelter, transitional housing, or Safe Haven inventory because of funding specific to a No

Presidentially declared disaster, resulting in a change to the CoC’s 2018 sheltered PIT count?

2C-3a. If “Yes” was selected for question 2C-3, applicants must enter the number of beds that were added or removed in 2018 because of a Presidential declared disaster.

Beds Added:	0
Beds Removed:	0
Total:	0

2C-4. Changes in Unsheltered PIT Count Implementation. Did your CoC change its unsheltered PIT count implementation, including methodology and data quality changes from 2017 to 2018? If your CoC did not conduct and unsheltered PIT count in 2018, select Not Applicable. Not Applicable

2C-5. Identifying Youth Experiencing Homelessness in 2018 PIT Count. Did your CoC implement specific measures to identify youth experiencing homelessness in its 2018 PIT count? Yes

2C-5a. If “Yes” was selected for question 2C-5., applicants must describe: (1) how stakeholders serving youth experiencing homelessness were engaged during the planning process; (2) how the CoC worked with stakeholders to select locations where youth experiencing homelessness are most likely to be identified; and (3) how the CoC involved youth experiencing homelessness in counting during the 2018 PIT count. (limit 2,000 characters)

The CoC Lead Agency did not conduct an unsheltered PIT count in 2018, but did conduct a sheltered count. Specific measures were implemented by the CoC to identify youth experiencing homelessness during the 2018 PIT sheltered count. The CoC Lead Agency partnered with youth service provider StarVista to accurately capture and identify the number of youth experiencing homelessness. StarVista was actively involved in all planning and communication regarding the 2018 sheltered PIT count process and implementation. StarVista is the only provider of youth-specific shelter and transitional beds, and was responsible for reporting complete data for the sheltered PIT. During the 2017 unsheltered count, the CoC Lead Agency worked closely with StarVista to review best practices for counting unsheltered youth. The CoC Lead Agency and StarVista determined that the most effective strategies for our community were to hold a breakfast for youth on the day of the 2017 PIT and include youth-specific questions in the PIT survey to get more information about youth identified during the count. Before the 2017 count,

StarVista staff conducted outreach for the breakfast with their own clients, as well as at schools and youth-serving organizations. StarVista's trained staff oversaw the event, administered surveys, and counted youth who identified as homeless.

2C-6. 2018 PIT Implementation. Applicants must describe actions the CoC implemented in its 2018 PIT count to better count:

- (1) individuals and families experiencing chronic homelessness;**
- (2) families with children experiencing homelessness; and**
- (3) Veterans experiencing homelessness.**

(limit 2,000 characters)

The CoC Lead Agency implemented strategies to improve the count of sheltered individuals and families experiencing chronic homelessness, families with children experiencing homelessness, and veterans experiencing homelessness during the 2018 sheltered PIT count (as mentioned, the CoC did not do an unsheltered PIT in 2018). A primary focus during the 2018 PIT count was data quality for all household types, including families with children. To ensure the most accurate data possible, the CoC Lead Agency gave all providers a clear and detailed timeline regarding dates in which HMIS data would be pulled. This strategy allowed providers to implement additional data quality tests to ensure that their data was complete, accurate, and led to overall enhanced data quality, particularly in relation to chronic homeless status. The CoC Lead Agency reviewed all data points thoroughly and contacted providers to confirm any outstanding questions. Most of the veteran households experiencing homelessness in the community are represented on our Veterans Master List, allowing the CoC Lead Agency to verify the count of veteran households and ensure the data was accurate. In addition, the work of the HMIS Subcommittee and the CoC Performance Measurement Subcommittee led to increased awareness of the importance of data quality, which led to higher levels of data quality of HMIS data, including the data that is utilized for the PIT.

3A. Continuum of Care (CoC) System Performance

Instructions

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

3A-1. First Time Homeless as Reported in HDX. In the box below, applicants must report the number of first-time homeless as reported in HDX.

Number of First Time Homeless as Reported in HDX.	1,134
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3A-1a. Applicants must:

- (1) describe how the CoC determined which risk factors the CoC uses to identify persons becoming homeless for the first time;
- (2) describe the CoC's strategy to address individuals and families at risk of becoming homeless; and
- (3) provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time. (limit 2,000 characters)

As part of its Strategic Plan to End Homelessness, the CoC Lead Agency is committed to ensuring homelessness is prevented whenever possible. (1) By analyzing data from Core Service Agencies (8 geographically distributed safety net agencies) and the Homeless Outreach Team, we were able to determine what factors are predictive of homelessness. The CoC Performance Measurement Committee reviews data from HMIS on first-time homelessness to identify additional prevention strategies.

(2) The CoC Lead Agency provides local funding to a wide array of safety net and homeless prevention services, with the primary goal of helping residents at risk of homelessness to maintain their housing. The CoC Lead Agency provides local funding for homelessness prevention programs and a shelter diversion program as part of CES. Homelessness prevention services include financial assistance for deposit, rent, and utilities back-pay; transportation assistance; mediation services for negotiating stays with friends, family, or property owners; tenants' rights education; and referral to legal services. First-time homelessness in FY2017 decreased by 14%.

Additionally, the Lead Agency facilitates a monthly workgroup meeting with system partners (foster care, hospital, mental health system, jail) focused on system alignment and housing for individuals and families at risk of homelessness. The Lead Agency recently has collected information from each system about current policies, practices, resources, and challenges and is actively working with each system to help them implement strategies for housing for their clients. Support from the Lead Agency will include using best practices to enhance discharge planning services, supporting family reunification, and providing diversion training.

(3) The CoC Lead Agency Manager and Management Analyst and the CoC Performance Measurement Committee oversee the analysis of risk factors and implementing strategies to reduce first-time homelessness.

3A-2. Length-of-Time Homeless as Reported in HDX. Applicants must:
(1) provide the average length of time individuals and persons in families remained homeless (i.e., the number);
(2) describe the CoC’s strategy to reduce the length-of-time individuals and persons in families remain homeless;
(3) describe how the CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and
(4) provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy to reduce the length of time individuals and families remain homeless.
(limit 2,000 characters)

(1) In FY 2017, the average LOTH for persons in ES and SH was 42 days (median 15 days), while the average LOTH for persons in ES, SH, and TH was 98 days (median 66 days).
(2 & 3) As part of the design and implementation of CES, the CoC Lead Agency developed a locally designed assessment tool that gathers information on LOTH. This data is used to prioritize those families and individuals with the longest LOTH and refer them to available housing interventions as quickly as possible. Available PSH is prioritized for those with the highest housing barriers and needs, including consideration of the longest LOTH. The CoC Lead Agency also invests local funds in Homeless Outreach Teams that develop housing plans for unsheltered homeless individuals, targeting those who have been homeless the longest (as identified by the CES process). The CoC Lead Agency facilitates a monthly case conference in which veterans with the longest LOTH and the highest need are prioritized for housing resources using the CoC’s by-name Master List of veterans experiencing homelessness. In addition to prioritizing those with longest LOTH through CES, the CoC works to reduce the amount of time spent in shelter. The Lead Agency engaged a consultant to conduct data analysis on adult long-term shelter stayers within the CoC and to conduct a best practices review. The Lead Agency convened a multi-disciplinary case conference to target housing and support resources to the longest-term shelter stayers currently accessing services. The CoC Performance Measure Committee will continue to periodically review the list of active long-term shelter stayers to ensure that they are connected to housing interventions and appropriate services. (4) The CoC Lead Agency Manager and Management Analyst and the CoC Performance Measurement Committee are responsible for overseeing these strategies.

3A-3. Successful Permanent Housing Placement and Retention as Reported in HDX. Applicants must:
(1) provide the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid rehousing that exit to permanent housing destinations; and
(2) provide the percentage of individuals and persons in families in permanent housing projects, other than rapid rehousing, that retain their permanent housing or exit to permanent housing destinations.

	Percentage
Report the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid re-housing that exit to permanent housing destinations as reported in HDX.	46%
Report the percentage of individuals and persons in families in permanent housing projects, other than rapid re-housing, that retain their permanent housing or exit to permanent housing destinations as reported in HDX.	96%

3A-3a. Applicants must:

(1) describe the CoC’s strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations; and
(2) describe the CoC’s strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations.

(limit 2,000 characters)

(1) The CoC has implemented various strategies to increase housing placements and retention. The Lead Agency requires that all programs, including shelters receiving local or ESG funding, to offer housing-focused case management and implement housing first practices. The Lead Agency has provided CoC-wide trainings focused on housing-focused case management, building effective landlord partnerships, and motivational interviewing. Providers receive annual individualized technical assistance to help improve housing outcomes. The CoC has also invested local resources and increased the inventory of RRH, PSH, and housing locator services. A robust Coordinated Entry System for all populations (families, youth, and adults) is in place which connects households to shelter and housing interventions such as RRH and PSH and utilizes the CES assessment to connect households with the highest need to appropriate services to help them re-enter housing. The CoC Lead Agency collaborates with the Housing Authority on a Moving Up program to support households who are stable and can transition from PSH to regular affordable housing units. (2) The CoC Lead Agency works closely with permanent housing projects to maintain high housing retention outcomes and to increase retention outcomes further. The CoC provides training on tenants’ rights and mainstream benefits to permanent housing programs. The CoC Lead Agency also assists housing programs with connecting with other systems, such as medical care, mental health services, and employment services to connect their residents with other supportive services that will aid them in maintaining housing stability. The CoC Lead Agency just began a new employment program for people experiencing homelessness (see 3A-4 and 3A-5). The CoC Lead Agency Manager, Management Analyst, and CoC Performance Measurement Committee are responsible for overseeing strategies for increasing exits to permanent housing and retention of permanent housing.

3A-4. Returns to Homelessness as Reported in HDX. Applicants must report the percentage of individuals and persons in families returning to homelessness over a 6- and 12-month period as reported in HDX.

	Percentage
Report the percentage of individuals and persons in families returning to homelessness over a 6- and 12-month period as reported in HDX	4%

3A-4a. Applicants must:

- (1) describe how the CoC identifies common factors of individuals and persons in families who return to homelessness;**
 - (2) describe the CoC’s strategy to reduce the rate of additional returns to homelessness; and**
 - (3) provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy to reduce the rate individuals and persons in families returns to homelessness.**
- (limit 2,000 characters)**

(1) The CoC identifies common factors of individuals and families who return to homelessness by reviewing HMIS data regarding clients who return to homelessness and comparing that to data regarding clients who do not return, to identify trends. The CoC also reviews additional data from providers who conduct follow up outreach to clients after they leave their programs. (2) The CoC implements multiple strategies to prevent returns to homelessness. The CoC provides training and support to housing programs related to mainstream benefits and services, including mental health services, employment services, and public benefits such as SNAP and Medicaid. Through CES, the CoC prioritizes the available capacity of intensive housing programs such as PSH for individuals and families with longest length of homelessness and highest needs so that they do not return to homelessness. Last year, the CoC Lead Agency began HOME, a new employment program designed to provide intensive vocational and employment services to individuals experiencing homelessness and those in RRH or PSH who had recently re-entered housing, with the goal of increasing housing stability. The CoC Performance Measurement Committee recently identified the following as key strategies to reduce returns to homelessness: linking households to mainstream systems and services to ensure housing stability and establishing policies for people in housing with time-limited subsidies to receive support if they need to relocate to another housing unit following initial placement. The CoC has also convened meetings with leadership from the mental health system, as well as RRH and PSH providers to discuss best practices to support clients with significant mental health issues who have recently re-entered housing. (3) The CoC Lead Agency Manager and CoC Performance Measurement Committee are responsible for overseeing these strategies.

3A-5. Job and Income Growth. Applicants must:

- (1) describe the CoC’s strategy to increase access to employment and non-employment cash sources;**
 - (2) describe how the CoC works with mainstream employment organizations to help individuals and families increase their cash income; and**
 - (3) provide the organization name or position title that is responsible for overseeing the CoC’s strategy to increase job and income growth from employment.**
- (limit 2,000 characters)**

(1) The CoC implements various strategies to increase access to employment and non-employment cash sources. To assist clients in accessing employment and mainstream benefits, the CoC Lead Agency funds 8 Core Service Agencies to provide safety net services. The Cores’ specialized staff assist clients with

accessing mainstream public benefits (TANF, SNAP, GA, Disability, etc.) and a CoC-funded program has specialized staff to assist with SSI applications. The CoC hosts training for providers on bolstering connections to mainstream benefits and increasing client income. The CoC Performance Measurement Committee recently identified additional strategies related to enhancing the ways in which programs assist clients with benefits sign-up and having case managers supporting clients to develop and execute an income plan. (2) The CoC Lead Agency is also the home of the County's Employment Services Division which provides connections to employment services, job information centers and connections to WIOA-funded services. The CoC Lead Agency works with the Employment Services Division leadership to ensure that the employment programs are accessible to individuals experiencing homelessness and can be tailored to meet their specific needs. The CoC Lead Agency has facilitated information sharing between Employment Services Division and homeless service providers so that the providers can help their clients connect to employment services. Last year, the CoC Lead Agency launched HOME, a new locally-funded employment program providing intensive vocational and employment services to individuals experiencing homelessness and those in RRH or PSH who have recently re-entered housing. (3) The CoC Lead Agency Manager and Management Analyst and CoC Performance Measurement Committee are responsible for overseeing these strategies.

3A-6. System Performance Measures Data Submission in HDX. Applicants must enter the date the CoC submitted the System Performance Measures data in HDX, which included the data quality section for FY 2017 (mm/dd/yyyy) 05/24/2018

3B. Continuum of Care (CoC) Performance and Strategic Planning Objectives

Instructions

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

- 3B-1. DedicatedPLUS and Chronically Homeless Beds. In the boxes below, applicants must enter:**
- (1) total number of beds in the Project Application(s) that are designated as DedicatedPLUS beds; and**
 - (2) total number of beds in the Project Application(s) that are designated for the chronically homeless, which does not include those that were identified in (1) above as DedicatedPLUS Beds.**

Total number of beds dedicated as DedicatedPLUS	0
Total number of beds dedicated to individuals and families experiencing chronic homelessness	372
Total	372

3B-2. Orders of Priority. Did the CoC adopt the Orders of Priority into their written standards for all CoC Program-funded PSH projects as described in Notice CPD-16-11: Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing? Attachment Required. Yes

3B-2.1. Prioritizing Households with Children. Using the following chart, applicants must check all that apply to indicate the factor(s) the CoC currently uses to prioritize households with children during FY 2018.

History of or Vulnerability to Victimization (e.g. domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
Number of previous homeless episodes	<input checked="" type="checkbox"/>
Unsheltered homelessness	<input checked="" type="checkbox"/>
Criminal History	<input checked="" type="checkbox"/>
Bad credit or rental history	<input checked="" type="checkbox"/>
Head of Household with Mental/Physical Disability	<input checked="" type="checkbox"/>

3B-2.2. Applicants must:

- (1) describe the CoC’s current strategy to rapidly rehouse every household of families with children within 30 days of becoming homeless;**
 - (2) describe how the CoC addresses both housing and service needs to ensure families successfully maintain their housing once assistance ends; and**
 - (3) provide the organization name or position title responsible for overseeing the CoCs strategy to rapidly rehouse families with children within 30 days of becoming homeless.**
- (limit 2,000 characters)**

(1) The CoC has implemented many strategies to ensure that any family that becomes homeless is able to return to housing within 30 days. The San Mateo County Board of Supervisors and the CoC have committed to reaching a functional zero level of family homelessness by 2020, which we define as no family being homeless for longer than 30 days. The CoC Lead Agency invests significant local funds in shelter beds for families, which are required to operate on a housing first model, as well as RRH and housing locator services to help families with higher needs exit homelessness quickly. When designing and implementing the CES, the CoC established diversion as a key intervention offered to all households – to help as many as possible to identify an immediate housing solution or to maintain housing and avoid entering homelessness. CES also ensures that families with higher needs are prioritized for housing interventions. The CoC Performance Measure Committee completed an in-depth review of data and identified strategies to support families with higher needs return to housing as quickly as possible. (2) The CoC ensures that families receive support in meeting both housing and service needs by providing training on mainstream benefits, funding a new local employment program for homeless or formerly homeless households, and enhancing the collaboration between providers and mainstream support systems such as mental health. The CoC Lead Agency also partners closely with the Housing Authority on programs to help homeless families access available housing vouchers. The Housing Authority operates a specialized voucher program known as HRP that is designed for homeless households moving back into housing. CES refers families with high needs to this voucher program, where the families then receive subsidies and supportive services for up to 5 years. (3) The CoC Lead Agency Manager and Management Analyst are responsible for overseeing these strategies.

3B-2.3. Antidiscrimination Policies. Applicants must check all that apply that describe actions the CoC is taking to ensure providers (including emergency shelter, transitional housing, and permanent supportive housing (PSH and RRH) within the CoC adhere to antidiscrimination policies by not denying admission to or separating any family members from other members of their family or caregivers based on age, sex, gender, LGBT status, marital status, or disability when entering a shelter or housing.

CoC conducts mandatory training for all CoC and ESG funded service providers on these topics.	<input type="checkbox"/>
CoC conducts optional training for all CoC and ESG funded service providers on these topics.	<input type="checkbox"/>
CoC has worked with ESG recipient(s) to adopt uniform anti-discrimination policies for all subrecipients.	<input type="checkbox"/>
CoC has worked with ESG recipient(s) to identify both CoC and ESG funded facilities within the CoC geographic area that may be out of compliance, and taken steps to work directly with those facilities to come into compliance.	<input type="checkbox"/>

CoC has sought assistance from HUD through submitting AAQs or requesting TA to resolve non-compliance of service providers.

3B-2.4. Strategy for Addressing Needs of Unaccompanied Youth Experiencing Homelessness. Applicants must indicate whether the CoC's strategy to address the unique needs of unaccompanied homeless youth includes the following:

Human trafficking and other forms of exploitation	Yes
LGBT youth homelessness	Yes
Exits from foster care into homelessness	Yes
Family reunification and community engagement	Yes
Positive Youth Development, Trauma Informed Care, and the use of Risk and Protective Factors in assessing youth housing and service needs	Yes

3B-2.5. Prioritizing Unaccompanied Youth Experiencing Homelessness Based on Needs. Applicants must check all that apply from the list below that describes the CoC's current strategy to prioritize unaccompanied youth based on their needs.

History or Vulnerability to Victimization (e.g., domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
Number of Previous Homeless Episodes	<input checked="" type="checkbox"/>
Unsheltered Homelessness	<input checked="" type="checkbox"/>
Criminal History	<input checked="" type="checkbox"/>
Bad Credit or Rental History	<input checked="" type="checkbox"/>

3B-2.6. Applicants must describe the CoC's strategy to increase:
(1) housing and services for all youth experiencing homelessness by providing new resources or more effectively using existing resources, including securing additional funding; and
(2) availability of housing and services for youth experiencing unsheltered homelessness by providing new resources or more effectively using existing resources.
(limit 3,000 characters)

(1) The CoC utilizes a variety of strategies for increasing housing and services for youth, including maximizing resources; ensuring that services are sensitive to the specific needs of youth; targeting and prioritizing those who are unsheltered with highest needs; and providing housing-first oriented shelter and housing interventions with the goal of helping youth secure permanent housing as rapidly as possible. The CoC Lead Agency provides local funding for the local youth transitional housing program operated by StarVista, and over the past two years has provided intensive technical assistance to help this provider transition to a more housing-first oriented model, providing more housing-focused services to reduce lengths of stay and increase exits to permanent housing. The CoC has also utilized various strategies to ensure that services are meeting the needs of youth experiencing homelessness. The CoC Lead

Agency conducted a focus group of youth who had experienced homelessness to gather more of their input in system design and service planning. The CoC Lead Agency works closely with and receives guidance from StarVista on ensuring that services are available to, appropriate for, and designed with input from youth. StarVista has trained the Coordinated Entry Diversion Specialists on strategies to engage and problem solve with youth to identify housing solutions, including the possibility of family reunification where appropriate. StarVista was also involved in the planning of the Coordinated Entry system and after the launch of the Coordinated Entry System, gave feedback to the CoC Lead Agency about some of the details of the access and referral process for their transitional housing program, and the CoC used this feedback to refine the process to ensure it was meeting the needs of youth. The CoC Lead Agency also works closely with the Child Welfare System to prevent homelessness among former foster youth and increase housing resources for this population. The CoC Lead Agency, the Child Welfare Agency and the Housing Authority maintain a close collaboration and recently collaborated to apply for additional Family Unification Program vouchers to increase capacity of this resource. (2) The CoC designed the Coordinated Entry System to be accessible and available to youth experiencing homelessness, including those who are unsheltered. The Homeless Outreach Team (HOT) provides outreach and engagement services as well as case management services for unsheltered youth. StarVista, a youth services provider, operates a shelter program for youth ages 16-21 who are experiencing homelessness. The CoC Lead Agency has provided technical assistance to help the local youth transitional housing program implement a stronger housing-first oriented model, which has enabled the program to more effectively serve unsheltered youth and assist them with returning to housing as quickly as possible.

3B-2.6a. Applicants must:

- (1) provide evidence the CoC uses to measure both strategies in question 3B-2.6. to increase the availability of housing and services for youth experiencing homelessness;**
 - (2) describe the measure(s) the CoC uses to calculate the effectiveness of the strategies; and**
 - (3) describe why the CoC believes the measure it uses is an appropriate way to determine the effectiveness of the CoC’s strategies.**
- (limit 3,000 characters)**

(1 & 2) The CoC utilizes a range of performance measures to assess the effectiveness of the strategies for serving and housing youth experiencing homelessness. The CoC utilizes local funds to support a local youth services provider (StarVista) transitional housing program which is the main youth-focused homeless program in the CoC. Measures of effectiveness in the past year included percentage of youth who exit to permanent housing (target 60%, actual 59%); percentage of clients exiting with increased employment income (target 15%, actual 91%); percentage of clients exiting with increased non-employment Income (target 15%, actual 61%), and length of stay (target: less than 180 days, actual 132 days). StarVista conducts exit surveys for clients in the runaway and homeless youth program in order to gauge client satisfaction and program effectiveness. The survey results indicate that 63% of youth who complete the program and 100% of parents/guardians of these youth report some or major improvement in communication with their family. Furthermore, 100% of youth who completed the program reported an increase in knowledge

and life skills. The CoC also has a grant with the Mental Health Association of San Mateo County (MHA) for the Support and Advocacy for Young Adults in Transition (SAYAT) program, which serves homeless young adults between the ages of 18-25 with emotional, psychological, physical, or developmental disabilities and/or substance abuse issues who are not connected with mainstream health or behavioral healthcare or case management programs. In FY17-18, SAYAT had 94% exits to permanent housing as well as 20% increase in non-employment income. On a system level, the CoC Lead Agency also analyzes data on length of time homeless for youth being served by any program, with a goal of reducing the length of time homeless for all youth. (3) These measures are appropriate as they promote housing first-oriented services; measure housing outcomes; include linkages to employment income and non-employment benefits to help youth with financial stability; and align to HUD system performance measures.

3B-2.7. Collaboration–Education Services. Applicants must describe how the CoC collaborates with:

- (1) youth education providers;**
 - (2) McKinney-Vento State Education Agency (SEA) and Local Education Agency (LEA);**
 - (3) school districts; and**
 - (4) the formal partnerships with (1) through (3) above.**
- (limit 2,000 characters)**

(1,2,3) The CoC Lead Agency maintains a strong relationship with the San Mateo County Office of Education (SMCOE), which oversees all school districts and schools in the CoC and is the LEA for San Mateo County. As the LEA, SMCOE works closely with the SEA (the California Department of Education) to remove educational barriers for homeless children, maintain procedures to assist children with accessing education and understanding their educational rights, reviewing data on homeless children enrolled in schools, and supporting the academic success of homeless children. The SMCOE Homeless Liaison is on the CoC Steering Committee, and CoC staff and the Liaison communicate regularly about resources for students who are homeless or at risk, data on homeless students, and ensuring a coordinated system of care. The Lead Agency provides local funding to a network of 8 Core Services Agencies located throughout the county, which provide safety net services and are the entry points for the Coordinated Entry System. Each Core Service Agency partners with staff at their local school districts and early childhood education providers. Family shelters also maintain close connections with staff at their local schools.

(4) The SMCOE is an active member of the CoC Steering Committee. CoC staff work with SMCOE colleagues on The Big Lift, a program of high quality early childhood education. Two of the family shelters have on-site early childhood education centers, which are operated in partnership with an agency that specializes in early childhood education. The CoC Lead Agency administers contracts with local funding to various early childhood education programs, including one located on site in a family shelter. The CoC Lead Agency maintains a close collaboration with the provider of local Head Start and Early Head Start programs, including collaborating on strategies to increase participation of vulnerable families, including those who are experiencing homelessness.

3B-2.7a. Applicants must describe the policies and procedures the CoC adopted to inform individuals and families who become homeless of their eligibility for education services. (limit 2,000 characters)

In accordance with CoC policy, all shelters inform residents about their eligibility for educational services; shelters also have child services coordinators to assist children with their educational and other needs. The CoC’s Governance Charter requires that homeless providers ensure that all children are enrolled in school or early childhood programs and are connected to appropriate services in the community. Shelters maintain program policies in compliance with the CoC Governance Charter requirements. During the family shelter intake process, shelter staff assess each child’s academic needs, screen them for special education needs, provide school supplies, and inform the families of their educational rights, including transportation assistance. Shelter staff also assist the family in completing the school enrollment process. Shelters have identified that there are some specific aspects of the school enrollment process that can be challenging for homeless families, such as documentation of immunization requirements and birth certificates, so the shelters have established processes to assist families with completing the school enrollment process as quickly as possible. Shelter staff also maintain close connections with the local homeless education liaisons for their local schools in order to address any challenges that arise with school enrollment or accessing educational services. Shelters also employ Children’s Services Coordinators who focus on providing developmentally appropriate services for children to enhance their academic progress. The Children’s Services Coordinators also provide informational materials and tools to parents to help them support and encourage learning in their children.

3B-2.8. Does the CoC have written formal agreements, MOU/MOAs or partnerships with one or more providers of early childhood services and supports? Select “Yes” or “No”. Applicants must select “Yes” or “No”, from the list below, if the CoC has written formal agreements, MOU/MOA’s or partnerships with providers of early childhood services and support.

	MOU/MOA	Other Formal Agreement
Early Childhood Providers	Yes	Yes
Head Start	Yes	Yes
Early Head Start	Yes	No
Child Care and Development Fund	No	Yes
Federal Home Visiting Program	No	No
Healthy Start	No	No
Public Pre-K	Yes	Yes
Birth to 3 years	No	No
Tribal Home Visting Program	No	No
Other: (limit 50 characters)		
First 5 (State funding for programs for children)	No	Yes
Family Connection (parent education program)	Yes	No

3B-3.1. Veterans Experiencing Homelessness. Applicants must describe

**the actions the CoC has taken to identify, assess, and refer Veterans experiencing homelessness, who are eligible for U.S. Department of Veterans Affairs (VA) housing and services, to appropriate resources such as HUD-VASH, Supportive Services for Veterans Families (SSVF) program and Grant and Per Diem (GPD).
(limit 2,000 characters)**

(1) Identifying Veterans: The CoC Lead Agency maintains and continuously updates a Veterans By-Name Master List which identifies all homeless veterans in the CoC. Veterans are placed on the list through a variety of mechanisms, but primarily as they are entered into HMIS by any participating provider, including the Homeless Outreach Team and the Coordinated Entry staff. (2) Assessing Veterans: All veterans are assessed using the CoC's locally designed assessment tool that is used for all homeless adults (or the tool for families if the veteran has dependent children). The assessment tool produces a score which is used to identify the veteran's level of need, based on LOTH, vulnerability and housing barriers. (3) Referring Veterans: To ensure veterans are matched to appropriate housing interventions, the CoC Lead Agency facilitates monthly collaborative case conferencing meetings, whose participants include the County Veteran Services Office, VA staff, SSVF providers, Housing Authority, and others. The CoC Lead Agency generates a list of chronically homeless veterans using HMIS, and of veterans on the Master List experiencing the longest LOTH, to recommend for referral to VASH during case conferencing. The CoC Lead Agency maintains a collaborative connection to the two VA Medical Centers that serve the CoC's geographic area, and the CoC Lead Agency is actively working on enhancing the connections between these two VA's and the homeless service providers. The CoC Lead Agency also reviews the Master List weekly and ensures that veterans are being rapidly connected to SSVF and other housing resources. Providers may also refer veterans to the nearest GPD program (there are none in San Mateo County) if the veteran identifies this as their preferred option. Veterans who are not eligible for VA-funded programs are referred to PSH programs (if they are chronically homeless) or to rapid re-housing.

3B-3.2. Does the CoC use an active list or by name list to identify all Veterans experiencing homelessness in the CoC? Yes

3B-3.3. Is the CoC actively working with the VA and VA-funded programs to achieve the benchmarks and criteria for ending Veteran homelessness? Yes

3B-3.4. Does the CoC have sufficient resources to ensure each Veteran experiencing homelessness is assisted to quickly move into permanent housing using a Housing First approach? No

3B-5. Racial Disparity. Applicants must: Yes

(1) indicate whether the CoC assessed whether there are racial disparities in the provision or outcome of homeless assistance;
(2) if the CoC conducted an assessment, attach a copy of the summary.

3B-5a. Applicants must select from the options below the results of the CoC's assessment.

People of different races or ethnicities are more or less likely to receive homeless assistance.	<input checked="" type="checkbox"/>
People of different races or ethnicities are more or less likely to receive a positive outcome from homeless assistance.	<input type="checkbox"/>
There are no racial disparities in the provision or outcome of homeless assistance.	<input type="checkbox"/>
The results are inconclusive for racial disparities in the provision or outcome of homeless assistance.	<input type="checkbox"/>

3B-5b. Applicants must select from the options below the strategies the CoC is using to address any racial disparities.

The CoC's board and decisionmaking bodies are representative of the population served in the CoC.	<input type="checkbox"/>
The CoC has identified steps it will take to help the CoC board and decisionmaking bodies better reflect the population served in the CoC.	<input type="checkbox"/>
The CoC is expanding outreach in geographic areas with higher concentrations of underrepresented groups.	<input type="checkbox"/>
The CoC has communication, such as flyers, websites, or other materials, inclusive of underrepresented groups	<input type="checkbox"/>
The CoC is training staff working in the homeless services sector to better understand racism and the intersection of racism and homelessness.	<input type="checkbox"/>
The CoC is establishing professional development opportunities to identify and invest in emerging leaders of different races and ethnicities in the homelessness sector.	<input type="checkbox"/>
The CoC has staff, committees or other resources charged with analyzing and addressing racial disparities related to homelessness.	<input type="checkbox"/>
The CoC is educating organizations, stakeholders, boards of directors for local and national non-profit organizations working on homelessness on the topic of creating greater racial and ethnic diversity.	<input type="checkbox"/>
The CoC reviewed coordinated entry processes to understand their impact on people of different races and ethnicities experiencing homelessness.	<input type="checkbox"/>
The CoC is collecting data to better understand the pattern of program use for people of different races and ethnicities in its homeless services system.	<input type="checkbox"/>
The CoC is conducting additional research to understand the scope and needs of different races or ethnicities experiencing homelessness.	<input type="checkbox"/>
Other:	<input type="checkbox"/>

4A. Continuum of Care (CoC) Accessing Mainstream Benefits and Additional Policies

Instructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

- 4A-1. Healthcare. Applicants must indicate, for each type of healthcare listed below, whether the CoC:**
- (1) assists persons experiencing homelessness with enrolling in health insurance; and**
 - (2) assists persons experiencing homelessness with effectively utilizing Medicaid and other benefits.**

Type of Health Care	Assist with Enrollment	Assist with Utilization of Benefits?
Public Health Care Benefits (State or Federal benefits, Medicaid, Indian Health Services)	Yes	Yes
Private Insurers:	Yes	Yes
Non-Profit, Philanthropic:	Yes	Yes
Other: (limit 50 characters)		

- 4A-1a. Mainstream Benefits. Applicants must:**
- (1) describe how the CoC works with mainstream programs that assist persons experiencing homelessness to apply for and receive mainstream benefits;**
 - (2) describe how the CoC systematically keeps program staff up-to-date regarding mainstream resources available for persons experiencing homelessness (e.g., Food Stamps, SSI, TANF, substance abuse programs); and**
 - (3) provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy for mainstream benefits. (limit 2,000 characters)**

(1) The San Mateo County Human Services Agency is the CoC Lead Agency and also administers public benefit programs including SNAP, TANF, and Medicaid, and also operates the County’s employment programs. As such, the Lead Agency is conducting a data analysis to understand how many homeless individuals are enrolled in locally administered public benefits. The Lead Agency and County Health Department have funded community health workers at a CoC agency to help homeless individuals access health coverage programs, physical and behavioral health services, and apply for SSI. Additionally, the Lead Agency has acquired state funding for a new Homeless Disability Advocacy Program to operate a rapid re-housing program for homeless individuals with disabilities. This program provides benefits intensive application

assistance, housing locator services, and housing subsidies to homeless individuals referred through Coordinated Entry. The Lead Agency and CoC Performance Measurement Committee monitor the performance of CoC-funded projects in helping clients to secure both employment and non-employment income. The Lead Agency also actively encourages improving connections between homeless service providers and mainstream benefits, such as having employment services programs present information at providers meetings and encouraging the TANF program to do outreach at family shelters. (2) The Lead Agency offers regular training for providers on accessing mainstream benefits, health, and employment services, including enrollment processes and application tips. (3) The CoC Lead Agency Manager and Management Analyst and the CoC Performance Measurement Committee are responsible for overseeing these strategies.

4A-2.Housing First: Applicants must report:

- (1) total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition; and**
- (2) total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition that have adopted the Housing First approach—meaning that the project quickly houses clients without preconditions or service participation requirements.**

Total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition.	21
Total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition that have adopted the Housing First approach—meaning that the project quickly houses clients without preconditions or service participation requirements.	21
Percentage of new and renewal PSH, RRH, Safe-Haven, SSO non-Coordinated Entry projects in the FY 2018 CoC Program Competition that will be designated as Housing First.	100%

4A-3. Street Outreach. Applicants must:

- (1) describe the CoC’s outreach;**
- (2) state whether the CoC's Street Outreach covers 100 percent of the CoC’s geographic area;**
- (3) describe how often the CoC conducts street outreach; and**
- (4) describe how the CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance. (limit 2,000 characters)**

(1) The CoC Lead Agency funds and oversees the County’s Homeless Outreach Team (HOT). HOT conducts mobile outreach and engagement with people who are unsheltered and provides service referrals. HOT can also conduct all the steps of the Coordinated Entry process in the field (including diversion, assessment for a housing intervention, document prep assistance, and housing navigation). HOT provides case management to unsheltered people who need assistance connecting to shelter, permanent housing, and mainstream benefits. HOT helps unsheltered people create and implement a services and housing plan. Multi-disciplinary team meetings are held monthly and include HOT, behavioral health, law enforcement, and other service

providers. HOT staff enter clients into HMIS to track contacts and performance outcomes. (2) HOT covers the whole county (100% of the CoC geographic area). (3) Outreach is done on a continual basis, 5 days per week and some weekend coverage, with a focus on areas with high concentrations of unsheltered people. (4) HOT tailors outreach to people who are least likely to request assistance by maintaining multilingual staff, meeting with clients where they are living and providing transportation as needed. For clients with cognitive or physical disabilities, HOT coordinates with the Health Department's Street Medicine team and the PATH program to access clinical specialists. While HOT conducts outreach to all unsheltered people, HOT case management is reserved for those individuals who are assessed through CE as having the highest needs. HOT staff receive training in topics such as motivational interviewing, crisis de-escalation, and other topics to best equip them to serve clients with high needs.

4A-4. Affirmative Outreach. Applicants must describe:

- (1) the specific strategy the CoC implemented that furthers fair housing as detailed in 24 CFR 578.93(c) used to market housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, gender identify, sexual orientation, age, familial status or disability; and**
- (2) how the CoC communicated effectively with persons with disabilities and limited English proficiency fair housing strategy in (1) above. (limit 2,000 characters)**

(1) The CoC has adopted systemwide affirmative marketing and anti-discrimination policies. The CoC's Coordinated Entry policies and the Lead Agency's contracts with providers require homeless and housing programs to affirmatively market their housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, age, familial status, or disability. The Homeless Outreach Team (HOT) is the CoC's main strategy for marketing housing and services to unsheltered people and those who are least likely to access services without specialized outreach. In addition, the CoC Lead Agency provides local funding to a network of eight Core Services Agencies located throughout the county, which provide a variety of safety net services and are the entry points for the Coordinated Entry System. Each Core Service Agency conducts outreach in their region, including by partnering with schools, health providers, community advocates, and others to connect with all populations who may be in need of services. (2) The Core Service Agencies conduct outreach using a variety of media and in multiple languages to effectively communicate with people with limited English proficiency. Core Service Agencies maintain multilingual staff and offer materials in Spanish. Translation assistance and sign language interpretation are arranged as needed. Providers also provide accommodations for individuals with disabilities. For any documentation or forms, provider staff are available to explain verbally to clients who prefer verbal communication or who have limited literacy. The CoC conducted an analysis of data regarding languages spoken by people in the community, with an emphasis on the lowest income levels, and presented the data to providers to help them plan their marketing strategies appropriately for the linguistic needs of the community.

4A-5. RRH Beds as Reported in the HIC. Applicants must report the total

number of rapid rehousing beds available to serve all household types as reported in the Housing Inventory Count (HIC) for 2017 and 2018.

	2017	2018	Difference
RRH beds available to serve all populations in the HIC	139	342	203

4A-6. Rehabilitation or New Construction Costs. No
Are new proposed project applications requesting \$200,000 or more in funding for housing rehabilitation or new construction?

4A-7. Homeless under Other Federal Statutes. No
Is the CoC requesting to designate one or more of its SSO or TH projects to serve families with children or youth defined as homeless under other Federal statutes?

4B. Attachments

Instructions:

Multiple files may be attached as a single .zip file. For instructions on how to use .zip files, a reference document is available on the e-snaps training site:
<https://www.hudexchange.info/resource/3118/creating-a-zip-file-and-capturing-a-screenshot-resource>

Document Type	Required?	Document Description	Date Attached
1C-5. PHA Administration Plan–Homeless Preference	No	PHA Administratio...	09/13/2018
1C-5. PHA Administration Plan–Move-on Multifamily Assisted Housing Owners' Preference	No	Move-on Multifami...	09/13/2018
1C-8. Centralized or Coordinated Assessment Tool	Yes	CE Assessment Tool	09/13/2018
1E-1. Objective Criteria–Rate, Rank, Review, and Selection Criteria (e.g., scoring tool, matrix)	Yes	CoC Rating and Ra...	09/13/2018
1E-3. Public Posting CoC-Approved Consolidated Application	Yes		
1E-3. Public Posting–Local Competition Rate, Rank, Review, and Selection Criteria (e.g., RFP)	Yes	Public Posting Pr...	09/13/2018
1E-4. CoC's Reallocation Process	Yes	CoC Process for R...	09/13/2018
1E-5. Notifications Outside e-snaps–Projects Accepted	Yes	Projects Accepted...	09/13/2018
1E-5. Notifications Outside e-snaps–Projects Rejected or Reduced	Yes	Project Rejection...	09/13/2018
1E-5. Public Posting–Local Competition Deadline	Yes	Local Competition...	09/13/2018
2A-1. CoC and HMIS Lead Governance (e.g., section of Governance Charter, MOU, MOA)	Yes	CoC and HMIS Lead...	09/13/2018
2A-2. HMIS–Policies and Procedures Manual	Yes	HMIS Policy and P...	09/13/2018
3A-6. HDX–2018 Competition Report	Yes	FY 2018 CoC Compe...	09/13/2018
3B-2. Order of Priority–Written Standards	No	Order of Priority	09/13/2018

3B-5. Racial Disparities Summary	No	Racial Disparity ...	09/13/2018
4A-7.a. Project List–Persons Defined as Homeless under Other Federal Statutes (if applicable)	No		
Other	No		
Other	No		
Other	No		

Attachment Details

Document Description: PHA Administration Plan

Attachment Details

Document Description: Move-on Multifamily Assisted

Attachment Details

Document Description: CE Assessment Tool

Attachment Details

Document Description: CoC Rating and Ranking Procedure

Attachment Details

Document Description:

Attachment Details

Document Description: Public Posting Project Selections, Ranking and

CoC Application

Attachment Details

Document Description: CoC Process for Reallocation

Attachment Details

Document Description: Projects Accepted Notification

Attachment Details

Document Description: Project Rejection-Reduction Notification

Attachment Details

Document Description: Local Competition Deadline

Attachment Details

Document Description: CoC and HMIS Lead Governance

Attachment Details

Document Description: HMIS Policy and Procedure Manual

Attachment Details

Document Description: FY 2018 CoC Competition Report

Attachment Details

Document Description: Order of Priority

Attachment Details

Document Description: Racial Disparity Assessment Summary

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description:

Submission Summary

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

Page	Last Updated
1A. Identification	09/11/2018
1B. Engagement	09/11/2018
1C. Coordination	09/12/2018
1D. Discharge Planning	09/11/2018
1E. Project Review	09/11/2018
2A. HMIS Implementation	09/11/2018
2B. PIT Count	09/11/2018
2C. Sheltered Data - Methods	09/11/2018
3A. System Performance	09/11/2018
3B. Performance and Strategic Planning	09/12/2018
4A. Mainstream Benefits and Additional Policies	09/11/2018
4B. Attachments	Please Complete

FY2018 CoC Application	Page 50	09/13/2018
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Submission Summary

No Input Required

PHA Administration Plan

Applicable Section Only

The following pages are excerpted from the full PHA Plan and the highlighted sections document the homeless preference

Housing Authority of the County of San Mateo

ADMINISTRATIVE PLAN
FOR THE
HOUSING VOUCHER AND
MOVING TO WORK PROGRAMS

Effective July 1, 2018 to June 30, 2019

Chapter 18

HOUSING READINESS PROGRAM

I. INTRODUCTION

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

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

II. PARTICIPANT SELECTION

Admission

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

Eligibility

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

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

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

HACSM Homeless Definition:

Applicants are considered homeless if they are:

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

Preference

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

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

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

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

- Residency: signed lease, utility bills, governmental benefit notices prior to becoming homeless.
- Certification from supportive service agencies.
- First time program participant: HACSM will use its database to verify this preference.

III. TIME-LIMITED ASSISTANCE

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

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

IV. PORTABILITY

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

V. VOUCHER ISSUANCE

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

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

Move-on Multifamily Assisted

Applicable Section Only

The following pages are excerpted from the full PHA Plan and the highlighted sections document the Move-on preference

Housing Authority of the County of San Mateo

ADMINISTRATIVE PLAN
FOR THE
HOUSING VOUCHER AND
MOVING TO WORK PROGRAMS

Effective July 1, 2017 to June 30, 2018

Chapter 4

APPLICATIONS, WAITING LIST AND TENANT SELECTION

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

I. INTRODUCTION

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

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

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

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

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

II. THE APPLICATION PROCESS

Applying for Assistance

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

The application process will involve the following three phases:

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

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

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

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

Removal from the Waiting List

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

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

IV. SELECTION FOR ASSISTANCE

VOUCHER PROGRAM

Local Preferences

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

PSH Moving On

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

Order of Selection

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

CE Assessment Tool

San Mateo County Coordinated Entry System Assessment Tool

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

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

Personal and Demographic Information

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

Household Composition

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

Living Situation and Housing History

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

Health Status and History

17. Are you pregnant?
18. Do you have any disabling conditions?

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

Income

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

Legal Domains

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

CoC Rating and Ranking Procedure

Section 1 Project Review and Ranking Process Document

A) Objective criteria used to review, rate, rank and select renewal projects found on pages 6-9 and for new projects found on pages 11-12.

B) Factor related to achieving positive housing outcomes highlighted on page 6 for renewal projects and page 12 for new projects.

C) Method for evaluating projects submitted by victim service providers highlighted on page 10.

Section 2 Evaluating DV Projects – Cover sheet and CORA (DV Provider) project performance report

Section 1 Project Review and Ranking Process Document -

- A) Objective criteria used to review, rate, rank and select renewal projects found on pages 6-9 and for new projects found on pages 11-12.**
- B) Factor related to achieving positive housing outcomes highlighted on page 6 for renewal projects and page 12 for new projects.**
- C) Method for evaluating projects submitted by victim service providers highlighted on page 10.**

San Mateo County Continuum of Care
2018 CoC Competition
PROJECT REVIEW AND RANKING PROCESS

Approved July 13, 2018

I. Background on 2018 NOFA and Ranking Requirements

On June 20, 2018 the U.S. Department of Housing and Urban Development (HUD) published the *Notice of Funding Availability (NOFA) for the Continuum of Care Homeless Assistance Program*.

- This year, funding is available for eligible renewal projects. Renewals must be rated and ranked into two tiers (see below)
- New this year, organizations with multiple CoC projects of the same project type may apply to consolidate two or more grants into a single grant through the renewal process.
- San Mateo County is eligible to request up to \$694,016 for bonus permanent housing projects, which may include: (1) permanent supportive housing (PSH) serving chronically homeless households with the greatest severity of need and longest histories of homelessness; (2) rapid re-housing (RRH) projects serving homeless single adults or families with children and (3) joint transitional-housing/rapid re-housing (TH/RRH) projects.
- New this year, San Mateo County may request funding to create one new DV bonus project serving households who are survivors of domestic violence, dating violence, sexual assault or stalking. One project may be submitted in each of the following three project types, but only one will be funded: (1) rapid re-housing (RRH), (2) joint transitional-housing/rapid re-housing (TH/RRH) ; and (3) SSO Projects for Coordinated Entry (SSO-CE) to implement policies, procedures, and practices that equip the CoC's coordinated entry to better meet the needs of survivors of domestic violence, dating violence, sexual assault, or stalking (e.g., to implement policies and procedures that are trauma-informed, client-centered or to better coordinate referrals between the CoC's coordinated entry and the victim service providers coordinated entry system where they are different).
- San Mateo County may also create new projects through the re-allocation of funds from lower performing existing grants. The amount of available re-allocation funds is expected to be in the range of \$100,000 to \$200,000 (though the actual amount may vary) and may be used for the same project types as described above. These funds may

also be used by the CoC Lead Agency (San Mateo County Human Services Agency) for dedicated HMIS projects or Coordinated Entry projects.

New this year, organizations with existing CoC projects may apply to transition from one project component to another component using the re-allocation process. The NOFA requires that each CoC conduct a transparent and objective process to review and rank all applications for renewal of existing projects and creation of new projects. Ranking of renewal projects must demonstrate the use of established objective criteria used to review project applications. Additionally, the CoC must place projects into Tier 1 and Tier 2, with projects in Tier 2 having to compete nationally for funding.

This document describes the San Mateo County CoC policies and process governing the review and ranking of projects in the 2018 competition, as well as the adopted policy for determining which projects are placed into Tier 2.

II. Rating and Ranking Process and Criteria

a. Adoption of Performance Standards

On July 12, 2013, the CoC Steering Committee adopted objective Project Performance Standards for all program types within the continuum (emergency shelter, short and long term transitional housing, permanent housing, rapid re-housing, services only with housing focus, and services only with employment focus). In June 2016 these standards were updated to align with HUD's System Performance Measures (published in 2014) and to reflect recent data on current performance of San Mateo County programs and performance targets recommended by Focus Strategies as part of their technical assistance work on HSA's Strategic Plan to End Homelessness 2016-2020.

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

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

b. Solicitation of CoC Applications

On July 10, 2018, the CoC Lead Agency (HSA) released an announcement of available funding for both new and renewal CoC projects and convened an informational meeting for potential applicants (both new and renewal). Funding announcements were distributed broadly via email to the provider community and were also posted to the HSA website. The announcements explain the process for submitting application, as well as the review criteria and process.

c. Application Process

- On or about July 16, 2018, renewal applicants will receive a Project Performance Report from HSA summarizing their progress in meeting the established performance standards using data from the Clarity HMIS system. This report provides each renewal project

applicant the opportunity to provide any narrative explanation or clarification regarding why they did not meet any of the standards. This document also includes supplemental narrative questions.

- By August 13, 2018 at 5:00 pm, all applicants (new and renewal) must complete their Project Application(s) (Exhibit 2) in e-snaps. Renewal applicants must also submit their completed Project Performance Reports including any clarifications and responses to the supplemental narrative, as well as supporting documentation. New applicants must also submit their completed supplemental narrative.

Additional details and instructions about the application process are contained in the following documents Highlights of the 2018 Continuum of Care NOFA, Availability of Funding for New Projects, and Information for Renewal Applicants, which are posted online at HSA's 2018 website at <https://hsa.smcgov.org/2018-continuum-care-nofa-notice-funding-availability>

d. Review, Ranking and Tiering Process

- HSA will convene an unbiased and non-conflicted Review Panel composed of representatives from neutral (non-applicant) organizations. The Panel may include staff from the County of San Mateo, cities and towns within the County, funders and non-profit housing and social services organizations.
- The Review Panel will meet on or about August 22, 2018 to determine final ranking of the projects.
- Prior to the meeting, the HSA staff will calculate the preliminary score for all renewal applicants using the objective Scoring Factors in **Attachment B**. The preliminary scores will be distributed to the Review Panel prior to or at the meeting.
- Prior to the meeting, the Review Panel will receive copies of all new project applications for review and scoring. New project applications will be scored using the scoring factors in **Attachment C**.
- At the meeting, the Review Panel will determine the final order of ranking of projects in accordance with the Ranking and Tiering Policy in **Attachment D**.
- All applicants will be notified on or about August 27, 2018 whether their project is being included in the application as well as their rank on the Project Priority listing.
- Applicants may appeal any of the following decisions of the CoC Steering Committee:
 - Placement of project into Tier 2
 - Reduction of renewal grant amount (i.e. renewal grant partially re-allocated to a new project)
 - Elimination of renewal grant (i.e. entire grant re-allocated to a new project)
 - New project application not selected to be included in the Project Priority List

Appeals must be submitted in writing to HSA no later than 5:00 p.m. on August 31, 2018. Appeals will be heard by a panel of three non-conflicted members of the CoC Steering Committee or a CoC subcommittee who did not serve on the Review Panel. The decision of the appeal panel is final.

- The final project rankings, including results of any appeals, will be brought to the Continuum of Care Steering Committee for approval on or about September 7, 2018.

ATTACHMENT A
Performance Standards Revised July 2018

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

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

**ATTACHMENT B
SCORING FACTORS FOR RENEWAL PROJECTS**

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

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

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

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

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
10	Accessibility for Highest Need Households (up to 8 pts)	<p>Is the project accessible for households with the highest needs and housing barriers? Are participants entering from literally homeless situations; with zero income; or with disabling conditions? Does the project take affirmative steps to make housing and services accessible to people with significant vulnerabilities, including: having experienced abuse or victimization (including domestic violence, sexual assault, child abuse), criminal histories, chronic homelessness, low or no income, current or past substance abuse?</p> <p>Project is highly accessible for highest need households = 8 points Project is accessible for highest need households = 3 points Project is not accessible for highest need households = 0 points</p>		
11	Grants Monitoring/ Compliance (up to 8 pts)	<p>a) Project submitted APR on time= 2 points If not = 0 points</p> <p>b) Project had sufficient LOCCS drawdown frequency for executed contracts (at least quarterly)= 2 points If not = 0 points</p> <p>c) Project did not return funds to HUD = 2 points If returned funds = 0 points</p> <p>d) Project serves CoC-eligible participants (as demonstrated in written policies/procedures on eligibility, screening and admission) = 2 points If not = 0 points</p> <p>e) Serious unresolved compliance finding from HUD would result in up to 8 points subtracted from project's score</p>		
12	Cost Effectiveness for PH exits or PSH units (up to 7 points)	<p>Cost per exit to permanent housing is reasonable for project type = 7 points Cost per exit to permanent housing is not reasonable for project type = 3 points</p>	<p>Cost per unit served is reasonable for project type = 7 points Cost per unit served is not reasonable for project type = 3points</p>	
13	Policy Priorities (up to 13 points)	Not Applicable	Rapid Re-Housing = 12 points	Permanent Supportive Housing = 13 points
Maximum Score		100	100	100

Methodology for Renewal Scoring Factors:

Factor 1 through 8 (Project Performance Standards): Data will be extracted from APR/Clarity/Looker/HUD Applications for each project for the period May 1, 2017 to April 30, 2018 to calculate these performance measures.

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

Factor 10: (Accessibility for Highest Need Households): This factor considers whether the project is serving a high need population and is based on the following considerations: extent to which the project serves individuals entering from literal homelessness (streets or shelters), have zero income at entry, or have a disability. This information will be drawn from the APR and other Clarity/Looker reports. In addition, applicants will be asked to provide a brief narrative describing how they target and prioritize high need households and if/how the project takes affirmative steps to make housing and services accessible to people with significant vulnerabilities.

Factor 11: (Grants Monitoring/Compliance): Applicants will be scored based on their responses to the questions in Section 2B of the Project Application, to include: whether they submitted APR reports on time, have made sufficient LOCCS drawdowns, or have had any unspent grant funds returned to HUD. Applicants will be asked to submit their eligibility and screening policy/procedures to assess whether projects serve CoC-eligible populations. In addition, projects will lose points for having serious unresolved compliance findings from HUD.

Factor 12: (Cost Effectiveness): For TH and RRH projects, the measure will be calculated by dividing the total program budget by the number of households who exited to permanent housing. For PSH projects, the measure will be calculated by dividing total budget (as submitted by program) by the number of units/households in the project to arrive at an average cost per unit.

Factor 13: (Policy Priorities): This factor provides additional points for permanent housing projects (PSH and RRH).

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

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

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

Rating Factor	Score Range
<p>1. HEARTH and Opening Doors Objectives. The project articulates how it will advance the goals set forth in HEARTH and Opening Doors (the federal strategic plan to end homelessness):</p> <ul style="list-style-type: none"> • Reduce new entries into homelessness • Reduce the length of time people are homeless • Reduce returns to homelessness • Increase participant income 	0-5
<p>2. Targeting and Outreach</p> <ul style="list-style-type: none"> • Project targets an eligible population • Project targets participants who are coming from the street or other locations not meant for human habitation, emergency shelters, safe havens, or fleeing domestic violence • There is a strong outreach plan specifically designed to identify and engage people in the target population and ensure they are able to access the program 	0-10
<p>3. Appropriateness of Housing</p> <ul style="list-style-type: none"> • Type, scale, and location of the housing fit the needs of the program participants • Participants are assisted to secure housing as quickly as possible • Programs and activities are offered in a setting that enables homeless people with disabilities to interact with others without disabilities to the fullest extent possible 	0-5
<p>4. Housing First Model</p> <ul style="list-style-type: none"> • Project will have low barriers to entry and does not screen out applicants based on having no or low income, active or history of substance use, criminal record (except for State mandated requirements), history of domestic violence) or lack of willingness to participate in services • Project services are client-centered • Project will not terminate participation for: failure to participate in services, failure to make progress on service plan, loss of income or failure to improve income; being a victim of domestic violence, or other activities not covered in the lease agreement 	0-20
<p>5. Service Plan</p> <ul style="list-style-type: none"> • For RRH projects, project meets National Alliance to End Homelessness (NAEH) RRH standards • Type, scale, location of the supportive services fit the needs of the program participants and are readily accessible. This includes services funded by the CoC grant and other project funding sources • There is a specific plan to ensure participants are individually assisted to obtain the benefits of the mainstream health, social, and employment programs for which they are eligible 	0-20

Rating Factor	Score Range
<ul style="list-style-type: none"> • There is a specific plan to ensure participants are assisted to obtain and remain in permanent housing in a manner that fits their needs • There is a specific plan to ensure participants are assisted to increase their incomes and live independently • For DV bonus project applicants: services are tailored to meet the needs of survivors of domestic violence, dating violence, sexual assault, or stalking who experienced homelessness 	
<p>6. Timing</p> <ul style="list-style-type: none"> • Applicant has a clear plan to begin operations when the contract is executed. Within six months of contract execution may be awarded up to 10 points and within one year of contract execution may be awarded up to 5 points 	0-10
<p>7. Applicant Capacity</p> <ul style="list-style-type: none"> • Recent relevant experience in providing housing to homeless people • Recent data submitted demonstrates strong performance for relevant services and/or housing provided • Relevant experience in operation of housing projects or programs, administering leasing or rental assistance funds, delivering services and entering data and ensuring high-quality data in a system (HMIS or a similar data system) • Organizational and finance capacity to track funds and meet all HUD reporting and fiscal requirements • If application has sub recipients, applicant organizations have experience working together • Any outstanding monitoring or audit issues or issues are explained • For DV bonus project applicants: experience serving survivors of domestic violence, dating violence, sexual assault, or stalking, and ability to house survivors and meet safety outcomes. 	0-10
<p>8. Financial Feasibility and Effectiveness</p> <ul style="list-style-type: none"> • Costs appear reasonable and adequate to support proposed program • Match requirement is met • Additional resources leveraged 	0-10
<p>9. Project Type Prioritization</p> <ul style="list-style-type: none"> • TH/RRH - 0 points • Supportive Services Only (SSO) Projects for Coordinated Entry for survivors of Domestic Violence - 0 points • Transition projects that create a new TH/RRH project through re-allocation- 3 points • PSH/DedicatedPLUS - 3 points • RRH – 5 points • PSH Dedicated to Chronically Homeless People – 10 points 	0-10
TOTAL	100

ATTACHMENT D RANKING AND TIERING POLICIES

1. Ranking Policy

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

- a. Projects will be ordered in accordance with their scores as set forth in Attachment B (for renewal projects) and Attachment C (for new projects).
- b. Projects falling into Tier 1 will be submitted on the Project Priority list in the order in which they are ranked
- c. Projects falling into Tier 2 will be ranked according to the policies set forth in below in Section 3 and 4.
- d. The following project types will not receive scores:
 - Renewal projects that do not have any performance data (because they were only recently awarded) will be placed at the bottom of Tier 1 or into Tier 2, at the discretion of the Review Panel.
 - Any dedicated HMIS or Coordinated Entry projects will not receive scores. As critical infrastructure for the CoC, dedicated HMIS and/or Coordinated Entry projects will be placed at the bottom of Tier 1.

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

In this year's NOFA, HUD has set forth a scoring system for Tier 2 Projects:

- a. CoC Score – up to 50 points
- b. CoC Project Ranking – Up to 40 points based on how each project is ranked within Tier 2, with those closer to the top of the list receiving more points
- c. Housing First – projects that demonstrate low barriers to entry, prioritize rapid placement into housing, and that do not have service participation requirements receive up to 10 points.

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

3. San Mateo County Tier 2 Policy

Once the rank order of projects has been determined (see Section 1), any projects falling into Tier 2 will be candidates for re-allocation to create new projects. The Review Panel will make a recommendation as to whether to re-allocate Tier 2 projects or leave them in their rank

order.

4. Re-Allocation Policy

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

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

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

5. Final Project Priority List

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

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

Adjustments to rank order will **not** be made to protect low-performing projects from re-allocation or placement in Tier 2.

Section 2 Evaluating DV Projects – Cover sheet and CORA (DV Provider) project performance report

Cover note for CORA Performance Report/Domestic Violence Victim Services Project

The Project Review and Ranking Process Policy adopted by the CoC establishes a method for rating and ranking renewal projects that is the same for both DV and non-DV projects. Performance data for non-DV projects is extracted from HMIS by the CoC Lead Agency. For the DV project (there is only one CoC funded DV project in the system), the Lead Agency asks for a comparable report to be run from the DV agency data base. The only rating factor that cannot be calculated for the DV project is returns to homelessness, so for this factor the DV project is assigned a pro-rated score based on their scores on the other performance factors.

Attached is a copy of the Project Performance Report for the DV project showing how their scores were calculated in the 2018 funding round. All projects (DV and non-DV) were scored using the same report format.

HUD APR Equivalent Transitional Housing Numbers for May 1, 2017 - April 30, 2018

<p>1. Exit to Permanent Housing: Percent of all leavers who exited to a permanent destination</p>	<p>70% (16/23)</p> <p>The 7 leavers who did not exit to a permanent destination exited to “Emergency Shelter, Including Hotel or Motel Paid for with Emergency Shelter Voucher.” This is due to high rent increases in San Mateo County. The current housing market continues to be a major obstacle for clients securing permanent housing, particularly with such limited time in the program.</p>																
<p>2. Length of Stay: Average length of stay for program participants</p>	<p>Average length of stay for all clients is 271 days.</p> <p>Average length of stay for leavers is 333 days.</p> <p>Average length of stay for stayers is 209 days.</p>																
<p>3. Returns to Homelessness: Percent of all participants who return to homelessness within one year after exiting to permanent housing</p>	<p>N/A. Because we utilize an HMIS comparable database and not Clarity, we are unable to track this measure.</p>																
<p>4. Increased Employment Income: Percent of adult leavers who exited and stayers with increased employment income</p>	<p>90% (9/10)</p>																
<p>5. Increased Non-Employment Income: Percent of adult leavers who exited and stayers with increased non-employment income</p>	<p>90% (9/10)</p>																
<p>6. Utilization Rate: Average daily bed/unit/or program slot utilization</p>	<p>98% (2677/2716)</p>																
<p>7. CoC Grant Spending: Percentage of CoC award spent in most recently completed year</p>	<p>100%</p>																
<p>8. HMIS Data Quality: Percentage of null/missing</p>	<table border="1"> <thead> <tr> <th data-bbox="813 1430 1122 1497">Data Element</th> <th data-bbox="1122 1430 1443 1497">Percentage of Missing/Null Values</th> </tr> </thead> <tbody> <tr> <td data-bbox="813 1497 1122 1535">Name</td> <td data-bbox="1122 1497 1443 1535">0%</td> </tr> <tr> <td data-bbox="813 1535 1122 1572">SSN</td> <td data-bbox="1122 1535 1443 1572">0%</td> </tr> <tr> <td data-bbox="813 1572 1122 1610">Ethnicity</td> <td data-bbox="1122 1572 1443 1610">0%</td> </tr> <tr> <td data-bbox="813 1610 1122 1648">Race</td> <td data-bbox="1122 1610 1443 1648">0%</td> </tr> <tr> <td data-bbox="813 1648 1122 1686">Gender</td> <td data-bbox="1122 1648 1443 1686">0%</td> </tr> <tr> <td data-bbox="813 1686 1122 1724">Veteran Status</td> <td data-bbox="1122 1686 1443 1724">0%</td> </tr> <tr> <td data-bbox="813 1724 1122 1900">Disabling Condition</td> <td data-bbox="1122 1724 1443 1900">0% (Please note that this was not a previously required field in our Apricot database. Thus, not</td> </tr> </tbody> </table>	Data Element	Percentage of Missing/Null Values	Name	0%	SSN	0%	Ethnicity	0%	Race	0%	Gender	0%	Veteran Status	0%	Disabling Condition	0% (Please note that this was not a previously required field in our Apricot database. Thus, not
Data Element	Percentage of Missing/Null Values																
Name	0%																
SSN	0%																
Ethnicity	0%																
Race	0%																
Gender	0%																
Veteran Status	0%																
Disabling Condition	0% (Please note that this was not a previously required field in our Apricot database. Thus, not																

		<p>every client was asked this question. To confirm, 67% of the client data for this data element was left blank but b/c it was not a required field, we believe 0% is an accurate response. As of the current program year, this is now a required data element.)</p>
	Income and Sources at Stated	0%
	Income and Sources at exit	0%
	Non Cash at Entry	0%
	Non Cash at Exit	0%
	Exit Destination	0%

Public Posting Project Selections, Ranking and CoC Application
Screenshot highlights website public posting of the objective ranking
and selection process documented in the 2018 Project Review and
Ranking Process



COUNTY OF SAN MATEO
HUMAN SERVICES



Translate

2018 Continuum of Care NOFA (Notice of Funding Availability)

On June 20, 2018, the U.S. Department of Housing and Urban Development (HUD) published the Notice of Funding Availability (NOFA) for the Continuum of Care (CoC) Homeless Assistance Program.

The NOFA can be accessed at <https://www.hudexchange.info/resources/documents/FY-2018-CoC-Program-Competition-NOFA.pdf> It establishes this year's funding criteria for the Continuum of Care (CoC) Homeless Assistance Programs (sometimes also referred to as the McKinney-Vento Homeless Assistance Act programs).

Potential applicants meeting:

Tuesday, July 10, 2018 from 1:30-2:30 pm at HSA's office at 1 Davis Drive, Belmont in the Montara Room

This meeting is for any agency interested in learning about applying for new or renewal funding. The meeting will provide details on our local process and will include opportunities to ask questions. This meeting is open to anyone interested in learning more about this funding opportunity.

New Project Applications

New project applications are due by August 13, 2018 at 5:00

pm to JSilverberg@smcgov.org and BEggers@smcgov.org. More information about the funding and application process is available in the document below titled Information for

New Applicants - Availability of Funding for New Projects and the application template is available below, titled New Project Application Narrative Template 2018. The Project Review and Ranking Process document is also available below.

Renewal Applications

Renewal project applications are due by August 13, 2018 at 5:00 pm on to JSilverberg@smcgov.org and BEggers@smcgov.org More information is available in the document below titled Information for Renewal Applicants. The Project Review and Ranking Process document is also available below.

If you have questions about the NOFA process, please contact Brian Eggers, 650-802-5083, BEggers@smcgov.org or Jessica Silverberg, 650-802-3378, JSilverberg@smcgov.org

This website will be updated with additional information throughout the NOFA process.

Please see the documents below for information about the NOFA process.

PDF	<u>Highlights of 2018 CoC NOFA.pdf</u>	356.61 KB
PDF	<u>Information for New Applicants - Availability of Funding for New Projects.pdf</u>	509.14 KB
PDF	<u>Information for Renewal Applicants.pdf</u>	359.68 KB
PDF	<u>Tips for Completing the 2018 Renewal Project Applications in e-snaps.pdf</u>	411.64 KB
PDF	<u>2018 Project Review and Ranking Process.pdf</u>	391.44 KB
DOCX	<u>New Project Application Narrative Template 2018.docx</u>	29.17 KB

CoC Process for Reallocation

The following pages are excerpted from the full Project Review and Ranking Process and the highlighted sections document the process for reallocation

**ATTACHMENT D
RANKING AND TIERING POLICIES**

1. Ranking Policy

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

- a. Projects will be ordered in accordance with their scores as set forth in Attachment B (for renewal projects) and Attachment C (for new projects).
- b. Projects falling into Tier 1 will be submitted on the Project Priority list in the order in which they are ranked
- c. Projects falling into Tier 2 will be ranked according to the policies set forth in below in Section 3 and 4.
- d. The following project types will not receive scores:
 - Renewal projects that do not have any performance data (because they were only recently awarded) will be placed at the bottom of Tier 1 or into Tier 2, at the discretion of the Review Panel.
 - Any dedicated HMIS or Coordinated Entry projects will not receive scores. As critical infrastructure for the CoC, dedicated HMIS and/or Coordinated Entry projects will be placed at the bottom of Tier 1.

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

In this year's NOFA, HUD has set forth a scoring system for Tier 2 Projects:

- a. CoC Score – up to 50 points
- b. CoC Project Ranking – Up to 40 points based on how each project is ranked within Tier 2, with those closer to the top of the list receiving more points
- c. Housing First – projects that demonstrate low barriers to entry, prioritize rapid placement into housing, and that do not have service participation requirements receive up to 10 points.

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

3. San Mateo County Tier 2 Policy

Once the rank order of projects has been determined (see Section 1), any projects falling into Tier 2 will be candidates for re-allocation to create new projects. The Review Panel will make a recommendation as to whether to re-allocate Tier 2 projects or leave them in their rank

order.

4. Re-Allocation Policy

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

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

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

5. Final Project Priority List

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

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

Adjustments to rank order will **not** be made to protect low-performing projects from re-allocation or placement in Tier 2.

Projects Accepted Notification

Attached are emails and letters to each applicant demonstrating the CoC notified applicants that their applications were accepted and ranked on the Priority Listing at least 15 days before the deadline

Section 1: Email and letters to CORA

Section 2: Email and letters to the Housing Authority

Section 3: Email and letter to the Human Services

Agency Section 4: Email and letters to LifeMoves

Section 5: Email and letters to the Mental Health Association

Section 1: Email and letter to CORA

Brian Eggers

From: Jessica Silverberg
Sent: Monday, August 27, 2018 5:29 PM
To: Tanisha Hughes; 'Ana Morales'
Cc: 'Kate Bristol'; Brian Eggers
Subject: CoC NOFA applications review
Attachments: CORA tier 2 notification.pdf; CORA tier 1 notification.pdf; 2018 Project Review and Ranking Process.pdf

Dear Tanisha and Ana,

As you are aware, the CoC review panel met and completed their review and ranking of the project applications.

Attached are the results of the CoC review panel's review of CORA's CoC applications. Also attached is the Project Review and Ranking process that includes information about the appeal process.

Please let Brian Eggers and me know if you have any questions.

Thank you,
Jessica

Jessica Silverberg, MSW
Human Services Manager, Center on Homelessness
San Mateo County Human Services Agency
1 Davis Drive, Belmont CA 94002
jsilverberg@smcgov.org
650-802-3378

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August 27, 2018

*Delivered via email to Tanisha Hughes and Ana Morales, CORA
tanishah@corasupport.org and anam@corasupport.org*

Dear Ms. Hughes and Ms. Morales,

This letter is to inform you that the San Mateo County CoC project review panel met and their review of the Casa de Sor Juana Ines application from CORA ranked this applications in Tier 1.

The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to September 7, 2018.

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

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg

Manager, Center on Homelessness

Human Services Agency, Lead Agency for San Mateo County CoC

(650) 802-3378

jsilverberg@smcgov.org



COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY

Nicole Pollack
Agency Director

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

August 27, 2018

Delivered via email to Tanisha Hughes and Ana Morales, CORA
tanishah@corasupport.org and anam@corasupport.org

Dear Ms. Hughes and Ms. Morales,

The San Mateo County CoC project review panel met to rank all projects applying for 2018 CoC funding. Their review of the DV Housing First rapid rehousing application from CORA ranked this application in Tier 2. Please note that while HUD requires that DV bonus projects must be ranked, DV bonus funds will be awarded nationally based on criteria unrelated to where the project is placed on the Project Priority List. Placement of this project in Tier 2 will not impact its competitiveness for DV bonus funding. If the project application is not funded by HUD with DV bonus funds, the project application will be considered by HUD for funding as a regular bonus CoC project application, based on the project application's placement on the Project Priority List.

The placement of this project into Tier 2 was based on the score it received from the Review Panel and project priority considerations for new projects. The scoring system for new projects is based on the scoring criteria and ranking policy described in the Project Review and Ranking Process approved by the CoC. The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List.

If you wish to appeal this decision, you must submit your appeal by email to me (JSilverberg@smcgov.org) and Brian Eggers (BEggers@smcgov.org) no later than 5:00pm on August 31, 2018. Appeals will be handled according to the process outlined in the CoC's approved Project Review and Ranking Process document, which I am attaching to this letter.

Please be aware that in the event an appeal from an applicant is successful, it could impact the final order of projects. Should your project placement be adjusted as a result of another project's appeal, you will receive notification in writing prior to September 7, 2018.

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg
Manager, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-3378
JSilverberg@smcgov.org



Section 2: Email and letter to the Housing Authority

Brian Eggers

From: Jessica Silverberg
Sent: Monday, August 27, 2018 5:16 PM
To: Cindy Chan
Cc: Brian Eggers; 'Kate Bristol'
Subject: CoC NOFA applications review
Attachments: HA tier 2 notification.pdf; HA tier 1 notification.pdf; 2018 Project Review and Ranking Process.pdf

Dear Cindy,

As you are aware, the CoC review panel met and completed their review and ranking of the project applications.

Attached are the results of the CoC review panel's review of the Housing Authority's CoC applications. Also attached is the Project Review and Ranking process that includes information about the appeal process.

Please let Brian Eggers and me know if you have any questions.

Thank you,
Jessica

Jessica Silverberg, MSW
Human Services Manager, Center on Homelessness
San Mateo County Human Services Agency
1 Davis Drive, Belmont CA 94002
jsilverberg@smcgov.org
650-802-3378

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August 27, 2018

Delivered via email to Cindy Chan, Housing Authority
cchan@smchousing.org

Dear Ms. Chan,

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

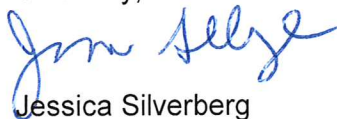
- S+C Tenant Based (SP10)
- S+C Belmont Apartments (SP8)
- SHP Scattered Sites
- S+C Tenant Based (SP14)
- SP16 Expansion
- S+C Sponsor Based (SP2)
- S+C Tenant Based (SP13)
- PSH (SP17)
- PSH (SP18)
- SP 15 (Waverly Place)

The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to September 7, 2018.

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

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg
Manager, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-3378
jsilverberg@smcgov.org



COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY

Nicole Pollack
Agency Director

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

August 27, 2018

Delivered via email to Cindy Chan, Housing Authority
cchan@smchousing.org

Dear Ms. Chan,

The San Mateo County CoC project review panel met to rank all projects applying for 2018 CoC funding. Their review of the SP16 Expansion 2 application from the Housing Authority ranked this application in Tier 2.

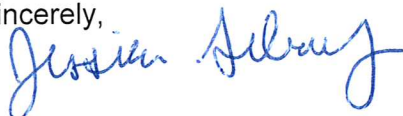
The placement of this project into Tier 2 was based on the score it received from the Review Panel and project priority considerations for new projects. The scoring system for new projects is based on the scoring criteria and ranking policy described in the Project Review and Ranking Process approved by the CoC. The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List.

If you wish to appeal this decision, you must submit your appeal by email to me (JSilverberg@smcgov.org) and Brian Eggers (BEggers@smcgov.org) no later than 5:00pm on August 31, 2018. Appeals will be handled according to the process outlined in the CoC's approved Project Review and Ranking Process document, which I am attaching to this letter.

Please be aware that in the event an appeal from an applicant is successful, it could impact the final order of projects. Should your project placement be adjusted as a result of another project's appeal, you will receive notification in writing prior to September 7, 2018.

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg
Manager, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-3378
JSilverberg@smcgov.org



Section 3: Email and letter to the Human Services Agency

Brian Eggers

From: Jessica Silverberg
Sent: Monday, August 27, 2018 5:06 PM
To: Selina Toy-Lee
Cc: Brian Eggers; 'Kate Bristol'
Subject: CoC NOFA application review
Attachments: HSA HMIS tier 1 notification.pdf

Dear Selina,

As you are aware, the CoC review panel met and completed their review and ranking of the project applications.

Attached are the results of the CoC review panel's review of the HMIS application.

Please let Brian Eggers and me know if you have any questions.

Thank you,
Jessica

Jessica Silverberg, MSW
Human Services Manager, Center on Homelessness
San Mateo County Human Services Agency
1 Davis Drive, Belmont CA 94002
jsilverberg@smcgov.org
650-802-3378

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COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY

Nicole Pollack
Agency Director

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

August 27, 2018

Delivered via email to Selina Toy Lee, Human Services Agency
SToy-Lee@smcgov.org

Dear Ms. Toy Lee,

This letter is to inform you that the San Mateo County CoC project review panel met and their review of the HMIS application from HSA ranked this applications in Tier 1.

The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to September 7, 2018.

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

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg
Manager, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-3378
jsilverberg@smcgov.org



Section 4: Email and letter to LifeMoves

Brian Eggers

From: Jessica Silverberg
Sent: Monday, August 27, 2018 5:02 PM
To: Katherine Finnigan; 'Brian Greenberg'
Cc: Brian Eggers; 'Kate Bristol'; Jeannie Leahy; 'Catherine Dreyer'
Subject: CoC NOFA applications review
Attachments: LifeMoves tier 2 notification.pdf; LifeMoves tier 1 notification.pdf; 2018 Project Review and Ranking Process.pdf

Dear Katherine and Brian,

As you are aware, the CoC review panel met and completed their review and ranking of the project applications.

Attached are the results of the CoC review panel's review of the LifeMoves CoC applications. Also attached is the Project Review and Ranking process that includes information about the appeal process.

Please let Brian Eggers and me know if you have any questions.

Thank you,
Jessica

Jessica Silverberg, MSW
Human Services Manager, Center on Homelessness
San Mateo County Human Services Agency
1 Davis Drive, Belmont CA 94002
jsilverberg@smcgov.org
650-802-3378

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August 27, 2018

*Delivered via email to Brian Greenberg and Katherine Finnigan, LifeMoves
bgreenberg@lifemoves.org and kfinnigan@lifemoves.org*

Dear Dr. Greenberg and Ms. Finnigan,

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

- Vendome
- Rapid Rehousing (RRH)
- Redwood Family House
- Part of the Family Crossroads grant (\$85,216 of this grant is in tier 1, the remainder is in tier 2. See tier 2 letter for more information)

The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to September 7, 2018.

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

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg

Manager, Center on Homelessness

Human Services Agency, Lead Agency for San Mateo County CoC

(650) 802-3378

jsilverberg@smcgov.org



August 27, 2018

*Delivered via email to Brian Greenberg and Katherine Finnigan, LifeMoves
bgreenberg@lifemoves.org and kfinnigan@lifemoves.org*

Dear Dr. Greenberg and Ms. Finnigan,

The San Mateo County CoC project review panel met to rank all projects applying for 2018 CoC funding. Their review of the following applications from LifeMoves ranked these applications in Tier 2.

- Part of the Family Crossroads grant (\$48,138 of this grant is in Tier 2; the remainder is in Tier 1)
- SAFE
- First Step for Families

The placement of these projects in Tier 2 was based on the scores they received in the review process. The scoring system is based on objective scoring criteria relating to project performance and the CoC's established performance standards, as described in the Project Review and Ranking Process approved by the CoC. The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List.

If you wish to appeal this decision, you must submit your appeal by email to me (JSilverberg@smcgov.org) and Brian Eggers (BEggers@smcgov.org) no later than 5:00pm on August 31, 2018. Appeals will be handled according to the process outlined in the CoC's approved Project Review and Ranking Process document, which I am attaching to this letter.

Please be aware that in the event an appeal from an applicant is successful, it could impact the final order of projects. Should your project placement be adjusted as a result of another project's appeal, you will receive notification in writing prior to September 7, 2018.

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg

Manager, Center on Homelessness

Human Services Agency, Lead Agency for San Mateo County CoC

(650) 802-3378

JSilverberg@smcgov.org



Section 5: Email and letter to the Mental Health Association

Brian Eggers

From: Jessica Silverberg
Sent: Monday, August 27, 2018 5:11 PM
To: 'Melissa Platte'
Cc: Brian Eggers; 'Kate Bristol'
Subject: CoC NOFA applications review
Attachments: MHA tier 2 notification.pdf; MHA tier 1 notification.pdf; 2018 Project Review and Ranking Process.pdf

Dear Melissa,

As you are aware, the CoC review panel met and completed their review and ranking of the project applications.

Attached are the results of the CoC review panel's review of the MHA CoC applications. Also attached is the Project Review and Ranking process that includes information about the appeal process.

Please let Brian Eggers and me know if you have any questions.

Thank you,
Jessica

Jessica Silverberg, MSW
Human Services Manager, Center on Homelessness
San Mateo County Human Services Agency
1 Davis Drive, Belmont CA 94002
jsilverberg@smcgov.org
650-802-3378

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COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY

Nicole Pollack
Agency Director

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

August 27, 2018

Delivered via email to Melissa Platte, Mental Health Association of San Mateo County
melissap@mhasmc.org

Dear Ms. Platte,


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

The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List. Please be aware that this placement decision is not final until the CoC Steering Committee has met to approve the final list. Projects recommended for re-allocation or that are placed into Tier 2 may appeal the decision of the Review Panel. In the event an appeal is successful, it can impact the final order of projects. Should your project placement be adjusted as a result of a project appeal, you will receive notification in writing prior to September 7, 2018.

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

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg
Manager, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-3378
jsilverberg@smcgov.org



COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY

Nicole Pollack
Agency Director

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

August 27, 2018

Delivered via email to Melissa Platte, Mental Health Association of San Mateo County
melissap@mhasmc.org

Dear Ms. Platte,

The San Mateo County CoC project review panel met to rank all projects applying for 2018 CoC funding. Their review of the Spring Street Transitional application from the Mental Health Association ranked this application in Tier 2.

The placement of this project in Tier 2 was based on the score it received in the review process. The scoring system is based on objective scoring criteria relating to project performance and the CoC's established performance standards, as described in the Project Review and Ranking Process approved by the CoC. The CoC Steering Committee will meet on September 7, 2018, to approve the final Project Priority List.

If you wish to appeal this decision, you must submit your appeal by email to me (JSilverberg@smcgov.org) and Brian Eggers (BEggers@smcgov.org) no later than 5:00pm on August 31, 2018. Appeals will be handled according to the process outlined in the CoC's approved Project Review and Ranking Process document, which I am attaching to this letter.

Please be aware that in the event an appeal from an applicant is successful, it could impact the final order of projects. Should your project placement be adjusted as a result of another project's appeal, you will receive notification in writing prior to September 7, 2018.

In addition, the CoC Lead Agency can provide feedback on the quality of the application upon request. If you would like to receive feedback, please let me know. Detailed feedback can be provided after the CoC competition process closes on September 18, 2018.

Sincerely,



Jessica Silverberg
Manager, Center on Homelessness
Human Services Agency, Lead Agency for San Mateo County CoC
(650) 802-3378
JSilverberg@smcgov.org



Project Rejection – Reduction Notification

**No Projects were rejected or reduced during the 2018 competition.
Therefore no projects were notified.**

Local Competition Deadline

Screenshot highlights website public posting demonstrating the established deadline for project applications



COUNTY OF SAN MATEO
HUMAN SERVICES



Translate

2018 Continuum of Care NOFA (Notice of Funding Availability)

On June 20, 2018, the U.S. Department of Housing and Urban Development (HUD) published the Notice of Funding Availability (NOFA) for the Continuum of Care (CoC) Homeless Assistance Program.

The NOFA can be accessed at <https://www.hudexchange.info/resources/documents/FY-2018-CoC-Program-Competition-NOFA.pdf> It establishes this year's funding criteria for the Continuum of Care (CoC) Homeless Assistance Programs (sometimes also referred to as the McKinney-Vento Homeless Assistance Act programs).

Potential applicants meeting:

Tuesday, July 10, 2018 from 1:30-2:30 pm at HSA's office at 1 Davis Drive, Belmont in the Montara Room

This meeting is for any agency interested in learning about applying for new or renewal funding. The meeting will provide details on our local process and will include opportunities to ask questions. This meeting is open to anyone interested in learning more about this funding opportunity.

New Project Applications

New project applications are due by August 13, 2018 at 5:00

pm to JSilverberg@smcgov.org and BEggers@smcgov.org. More information about the funding and application process is available in the document below titled Information for

New Applicants - Availability of Funding for New Projects and the application template is available below, titled New Project Application Narrative Template 2018. The Project Review and Ranking Process document is also available below.

Renewal Applications

Renewal project applications are due by August 13, 2018 at 5:00 pm on to JSilverberg@smcgov.org and BEggers@smcgov.org. More information is available in the document below titled Information for Renewal Applicants. The Project Review and Ranking Process document is also available below.

If you have questions about the NOFA process, please contact Brian Eggers, 650-802-5083, BEggers@smcgov.org or Jessica Silverberg, 650-802-3378, JSilverberg@smcgov.org

This website will be updated with additional information throughout the NOFA process.

Please see the documents below for information about the NOFA process.

PDF	<u>Highlights of 2018 CoC NOFA.pdf</u>	356.61 KB
PDF	<u>Information for New Applicants - Availability of Funding for New Projects.pdf</u>	509.14 KB
PDF	<u>Information for Renewal Applicants.pdf</u>	359.68 KB
PDF	<u>Tips for Completing the 2018 Renewal Project Applications in e-snaps.pdf</u>	411.64 KB
PDF	<u>2018 Project Review and Ranking Process.pdf</u>	391.44 KB
DOCX	<u>New Project Application Narrative Template 2018.docx</u>	29.17 KB

CoC and HMIS Lead Governance

Applicable Section Only

The following pages are excerpted from the full Governance Charter and the highlighted sections document the roles and responsibilities of the CoC and HMIS Lead

San Mateo County Continuum of Care

CoC AND HMIS GOVERNANCE CHARTER

Adopted January 17, 2014
Revised September 7, 2018

I. Overview: Continuum of Care Structure and Purpose Under HEARTH

The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 amends and reauthorizes the McKinney-Vento Homeless Assistance Act. HEARTH provides the statutory framework for the federal government's response to homelessness. Among the requirements established in HEARTH is that every community establish a "Continuum of Care (CoC)," defined as "the group organized to carry out the responsibilities required under [HEARTH] and that is composed of representatives of organizations, including nonprofit homeless service providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate."

The CoC's primary responsibilities under the HEARTH Act include the following:

- Operating the CoC
- Designating and operating a Homeless Management Information System (HMIS)
- CoC planning

The Emergency Shelter Grants (ESG) Program further requires that a jurisdiction that receives an ESG grant "must consult with the Continuum of Care in determining how to allocate its ESG grant for eligible activities; in developing the performance standards for, and evaluating the outcomes of, projects and activities assisted by ESG funds; and in developing funding, policies, and procedures for the operation and administration of the HMIS."

The HEARTH Act directs each local community to establish a CoC governance structure and process, to be formalized through a written Governance Charter.

II. San Mateo County CoC Goals and Objectives

The San Mateo County CoC has made a commitment to achieving the goals set forth in Home, Together: The Federal Strategic Plan to Prevent and End Homelessness.

Strategies for meeting these goals are set forth in [Ending Homelessness in San Mateo County](#) the community's strategic plan for ending homelessness among all populations by 2020.

This plan affirms the community's commitment to meet the HEARTH measures, including: reducing the number of first time homeless households, increasing the rate of exit to permanent housing, reducing the length of time households are homeless, reducing the rate of return to homelessness and increasing participant income.

Additionally, the CoC affirms an intention to develop a system that meets the specific needs of all populations. Specific goals include:

- Homeless families are rapidly re-housed within 30 days of becoming homeless;
- Developing strategies that address the unique needs of unaccompanied homeless youth, including strategies that addresses homeless youth trafficking and other forms of exploitation;
- Ensuring that persons fleeing domestic violence are offered available safe housing and services available, and that they have options and choices, and that their personal information is protected.

The CoC's policies, procedures, including standards for assistance, are described in Attachment B.

III. San Mateo County CoC Steering Committee – Structure and Function

A. Authority

In San Mateo County, the CoC role and responsibilities are fulfilled by a committee called the San Mateo County CoC Steering Committee ("the Steering Committee"). **The Steering Committee is convened and staffed by the San Mateo County Human Services Agency (HSA), Center on Homelessness. HSA also serves as the CoC Lead Agency.** The Steering Committee is responsible for overseeing the creation of an annual Homeless Continuum of Care plan and application to HUD for funding for projects and programs serving homeless persons. Specific responsibilities are detailed in Section V.

B. Purpose

The purpose of the CoC Steering Committee is to:

- **Oversee a year-round planning process designed to guide the development of a homeless crisis response system for San Mateo County;**
- **Regularly assess system performance data and use data to inform system planning;**
- **Oversee San Mateo County's annual application to HUD for Continuum of Care funding;**

- **Oversee the implementation of the Homeless Management Information System (HMIS);**
- **Consult with the San Mateo County Department of Housing and entitlement jurisdictions on the administration of ESG funds, including funding allocations, performance standards, and evaluation of project performance.**

C. Composition

CoC Regulations (578.5) require that the CoC Steering Committee be representative of relevant organizations and of projects serving homeless subpopulations and include at least one homeless or formerly homeless individual.

The San Mateo County Steering Committee shall be composed of no more than forty members. The composition of the committee is designed to ensure that the CoC solicits and considers opinions from individuals and organizations with knowledge or an interest in ending homelessness in the area. The Steering Committee shall include representatives of the following constituencies, in the following numbers.

Stakeholder Group	Number of Representatives on Committee
Non-Profit Service Providers Representing Key Service Modalities : <ol style="list-style-type: none"> 1. Prevention 2. Outreach 3. Emergency shelter, 4. Transitional or Interim housing 5. Rapid Re-Housing 6. Supportive housing 7. Affordable housing 8. Core Service Agency/Safety Net 	Up to 8 (one for each modality)
Mainstream Service Systems: <ol style="list-style-type: none"> 1. Employment and Training System 2. Mental Health System 3. Alcohol and Drug Treatment System 4. Health System 5. Criminal Justice System 	Up to 5 (one for each system)
Organizations Representing Key Subpopulations: <ol style="list-style-type: none"> 1. Veterans 2. Seniors 3. Youth 4. Domestic Violence Survivors 	Up to 4 (one for each subpopulation)

IV. HMIS Lead Agency

The CoC Steering Committee shall designate a lead agency for the HMIS. The HMIS Lead Agency for San Mateo County is the San Mateo County Human Services Agency, Business Systems Group (BSG). In accordance with Section 578.7(b) of the CoC Interim Rule, the CoC shall:

- Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS
- Ensure consistent participation of recipients and sub recipients in the HMIS; and
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD in the HMIS Data Standards

This work shall be conducted by staff from the Center on Homelessness, Business Systems Group, and the HMIS Subcommittee.

Compliance with HMIS requirements shall be documented in the San Mateo County HMIS Policies and Procedures, which will be updated annually by the HMIS Lead Agency and reviewed and approved by the CoC Steering Committee. The HMIS Policies and Procedures are provided in Attachment C of this document.

V. Responsibilities of the Steering Committee and Subcommittees

Responsibilities of the Steering Committee are listed below.

A. Steering Committee

- Review and vote on nominations to fill vacancies on the Steering Committee;
- Review and approve strategies for addressing homelessness developed by lead agency, subcommittees, and workgroups;
- Review and approve CoC Policies and Standards developed by the Lead Agency, subcommittees and workgroups (Attachment B);
- Regularly assess system performance data and use data to inform system planning;
- Review and approve the general design of the Coordinated Entry System for homeless households, as documented in the CoC Policies and Standards (Attachment B). Provide input to the Lead Agency on development of HUD-compliant CoC policies and procedures;
- Review and approve recommendations from the Project Performance Subcommittee on performance issues, recommended corrective action, and proposed re-allocation of funds;
- Review and approve annual Collaborative Application for CoC funds; including a Rating and Ranking policy that uses objective, written criteria to review, rank and select projects for funding;

- Ensure that the CoC application process is transparent, open and that proposals from organizations who have not received CoC funds are accepted;
- Approve final Project Priority list developed by Review Panel;
- Review and act on provider appeals as needed;
- Approve methodology for annual Point in Time Count, Housing Inventory and Gaps Analysis developed by lead agency (bi-annually for street count), review and approve final count
- Review and approve annual performance standards and evaluation of outcomes for CoC and ESG programs, as developed by Lead Agency and Project Performance Work Group;
- Review and provide input on information prepared by Lead Agency for entitlement cities related to their Consolidated Plans; specifically, information relating to reducing and ending homelessness through:
 - Outreach and assessment;
 - Emergency and transitional shelter;
 - Transitions to permanent housing through shortening episodes of homelessness, access to affordable housing and prevent recurrence of homelessness, and;
 - Homeless prevention.

This information may also include PIT and/or HMIS data to help inform funding allocations for homeless programs using ESG and other sources of funding
- Review and provide input on the annual ESG funding priorities and allocations as developed by the Department of Housing;
- Provide representation to the Housing and Community Development Committee (CDBG and ESG), Interagency Council on Homelessness, and other planning bodies
- Designate an HMIS Lead Agency and information system for the HMIS software;
- Review and approve HMIS policies and procedures, privacy plan, security plan, data quality plan, and any other plan the HMIS Lead is required to develop.

The Steering Committee may choose to delegate some or all of these responsibilities to the Subcommittees or Work Groups, as described below.

B. HMIS Subcommittee

- Identify training and support needs for HMIS agencies regarding data quality, data entry procedures and other topics relevant to HMIS users.
- Advise HMIS Lead and Steering Committee on decisions about HMIS administration and management;
- Review all CoC data reports to include the HIC, PIT, AHAR, & System Performance Measure report;
- Review HMIS Policies and Procedures and make recommendations to CoC Steering Committee regarding approval.

C. Performance Measurement Subcommittee

- Reviews San Mateo County's results on the HUD system performance measures and advises the COH on strategies to improve system performance
- Advises COH on setting and updating standards for evaluating the performance of CoC and ESG funded projects
- Reviews overall results of monitoring conducted by COH to identify trends and recommend training or support that could be provided or modified to increase support to providers
- Works collaboratively with the HMIS Users Group on any needed changes to the HMIS system to track performance measures.

D. CoC Standards and Policies Committee

- Works with HSA to develop and maintain written policies and standards for CoC system operations, including Coordinated Entry
- Works with HSA to develop and maintain written policies and standards for CoC and ESG assistance, including who receives what type and level of assistance and for how long;
- Works with HSA on development of policies and procedures as needed to support implementation of the strategic plan to end homelessness (including policies relating to shelter, TH, RRH, PSH).

E. Funding Group/Project Review Panel

- Develop and oversee an annual process for applying for HUD Continuum of Care funding;
- Recommend priorities and selection criteria for CoC project ranking for approval by Steering Committee;
- Review and rank applications from new and renewal projects; recommend final ranking to Steering Committee;
- Recommend priorities and process for ESG funding to be approved by Steering Committee.

Organizations that are recipients of CoC or ESG funds may not participate in this group/panel.

HMIS Policy and Procedure Manual

The following manual is excerpted from the full Governance Charter

Attachment C: HMIS Policies and Procedures Manual

County of San Mateo
Human Services Agency
HMIS Policies and Procedures

*County of San Mateo's Homeless Management Information System
will provide standardized and timely information
to improve access to our housing and services
and strengthen our effort to end homelessness.*

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The Center on Homelessness shall regularly check data quality in County of San Mateo’s HMIS. Agencies, or particular end-users, that make repeated errors may be required to attend more training, or may be barred from using HMIS if they are unwilling to improve data entry practices. ...	43
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Contact information/User Support

Should you have any questions or technical difficulty regarding the Clarity HMIS application, or need to add or remove users, please contact the Human Services Agency, Business Systems Group Service Desk to submit a support ticket:

Human Services Agency Business Systems Group
HSA_ServiceDesk@smcgov.org
650-802-7573

Or the County of San Mateo Human Services Agency HMIS Coordinator can help troubleshoot:

Brian Eggers
BEggers@smcgov.org
(650) 802-5083

Background

The Homeless Management Information System (HMIS) enable data from a variety of service providers to be combined to reveal a more comprehensive picture of client needs. In San Mateo County and elsewhere, this is accomplished via the secure, private, client centric and centralized system by BitFocus (the vendor), called Clarity Human Services (Clarity).

History

In 2000 Congress instructed the U.S. Department of Housing and Urban Development to take measures to improve available data concerning homelessness in the United States. In response, HUD obligated all Continuum of Care regions to implement region-wide databases that would allow an unduplicated count of service users.

Specifically, Congress mandated HUD to collect information on the number of persons assisted through the McKinney-Vento Act. The Omnibus Appropriations Act of 2003 (Pub. L. 108-7) in its conference committee report noted:

HUD is directed to begin collecting data on the percentage and number of beds and supportive services programs that are serving people who are chronically disabled and/or chronically homeless . . . HUD should continue its collaborative efforts with local jurisdictions to collect an array of data on homelessness in order to analyze patterns of use of assistance, including how many people enter and exit the homeless assistance system, and to assess the effectiveness of the homeless assistance system.

Previously in FY 1999 HUD Appropriations Act, Congress directed HUD to collect data from representative samples of existing HMIS systems,

Collect, at a minimum, the following data: The unduplicated count of clients served; client characteristics such as age, race, disability status, units (days) and type of housing received (shelter, transitional, permanent); and services rendered. Outcome information such as housing stability, income and health status should be collected.¹

¹ See Federal Register, Volume 68, No 140 (July 22, 2003) for further overview of federal mandates for HMIS.

Eligible Programs

Programs which may use HMIS include, but are not limited to:

- Emergency Shelters and Transitional Housing Programs serving homeless adults, families and youth²
- Street and Community outreach programs to persons who are homeless
- Supportive Service programs serving persons who are homeless

In addition, HMIS participation is a requirement of various funders. On the Federal level, HMIS participation is mandated for all service and housing providers that receive HUD funding under the McKinney-Vento Act, which includes:

- Supportive Housing Program (SHP)
- Permanent Supportive Housing
- Other Permanent Housing
- Shelter Plus Care
- Section 8 Moderate Rehab for Single Room Occupancy
- Emergency Solutions Grant (ESG)
- Housing for Persons with AIDS (HOPWA)

Ideally all emergency shelters, transitional and supportive housing program, and homeless outreach programs will participate in HMIS. The more agencies that participate in the system the better. More agencies equal more comprehensive data, and therefore improved information for planning and policymaking. More users within agencies means that clients will more likely receive appropriate services, since their caseworkers may have an opportunity to see relevant case history from prior service episodes, and will have an opportunity to rely upon the systems case planning, referral, and data protection capacities.

² In general, domestic violence shelters are prohibited from participating in HMIS by federal legislation, under the Violence Against Women Act (VAWA).

Why is this Important?

Because agencies that serve people experiencing homelessness work for the public welfare of our communities, they must remain accountable to their program participants, funders, and community partners. One way to remain accountable is to be driven and focused on a mission and to report progress on accomplishing that mission. Programs should be transparent about what outcomes and goals they have achieved. HMIS allows programs to manage data in a secure and standardized environment that also offers an aggregate view of our county's homelessness. We hope that with better information we will be able to plan, work, and achieve greater success in serving participants with meaningful services and housing options and end a social problem that can be fixed.

Expectations for HMIS Partner Agencies

Human services agencies that participate in San Mateo County's HMIS are referred to as "partner agencies." Each partner agency needs to follow certain guidelines to help keep the HMIS on track and to maintain data privacy and accuracy.

Implementing HMIS

To prepare for participating in San Mateo County's HMIS, agency administration should:

- Dedicate at least one computer to the use of HMIS. The computer must have access to the Internet and must be running a modern browser. The computer(s) should be in an area that is not accessible to the public or any staff not cleared to see identifying information of the agency's clients.
- Familiarize themselves with HMIS by attending a HMIS training session or by calling the HMIS coordinator and scheduling a HMIS site visit.
- Decide how many system end-users they will need. "End users" are the people who will actually enter data into the HMIS and use the system to run reports that the agency will need for funding purposes, or find useful for internal management. Typical end users include intake workers and case managers. Typically, the more end-users in an agency, the more useful the system becomes.
- Familiarize prospective end-users with basic computer skills if necessary (e.g., windows, using a mouse, navigating the internet).
- Designate a primary HMIS contact within the agency.

- Develop a clear understanding of current reporting needs and funding streams.
- Understand the agency's data privacy requirements. For example, is the agency covered by HIPAA?
- Who will run reports? Which ones? How often? Note that we strongly recommend running reports on a monthly or weekly basis to help check for data errors. This particularly includes program entry and exit dates and the progress of the client receiving services. The agency is responsible for maintaining accurate data, and regularly running reports is a good way to double check that information has been properly recorded in the system. Regular reporting may also provide the agency with important information about its clients and programmatic goals.
- Data privacy practices and client informed consent. Before entering actual data, agencies must develop or adopt any necessary client notice, consent, and release of information forms, as well as their own written data privacy policy.

Reporting

Agencies are required to run reports in the system as directed by their funding sources, and should run these reports prior to actual report due dates to check for data entry errors. Agencies are strongly encouraged to use the systems reporting features on a more frequent weekly or monthly basis to check for data entry errors. Agencies are responsible for the quality of the data that they report.

General On-Going Commitments and Data Quality

Participating agencies should be prepared to commit to the following:

Maintaining accurate data. The agency should run system reports on a regular weekly or monthly basis to check for errors. The agency should contact the County of San Mateo's Human Services Agency, Business Systems Group 650-802-7573 or HSA_ServiceDesk@smcgov.org if needing assistance with data correction, including deleting any client records that were entered by mistake.

Obtaining written client consent, or releases of information, for data sharing (if the agency desires to share client data with other HMIS partner agencies). HIPAA-covered agencies also must allow clients to opt out of research uses of HMIS data.

Cancel HMIS access of any end-user who is terminated from employment, leaves the agency, or needs to be restricted from the system for any other reason. The agency needs to contact the County of San Mateo's Human Services Agency, Business Systems Group 650-802-7573 or

HSA_ServiceDesk@smcgov.org as soon as possible and no more than 24 hours after the end-user is terminated.

Information Entry Standards

- Information entered into County of San Mateo’s HMIS will be truthful, accurate and complete.
- Agency staff will not enter information about clients into County of San Mateo’s HMIS database unless the information is required for a legitimate business purpose such as to provide services to the Client, to conduct evaluation or research, to administer the program, or to comply with regulatory requirements.
- When adding to, or modifying data in, an existing client’s HMIS record, end users should check to see if that client is currently receiving services from a different HMIS partner agency (e.g., entered into, but not yet exited from another program).

No Conditioning of Services

Agencies shall not decline to provide any services to a client based upon a client's refusal to sign a Release of Information form or refusing to allow entry of information into County of San Mateo’s HMIS. (Note: This does not over-ride agency policies or funding restrictions that may require certain data from a client before an agency is able to serve the client. However, the client may be offered the opportunity to be entered into HMIS as a “private” client – e.g., all client information will be hidden from other provider agencies.)

Data Privacy and Protection

Program participants have a clear right to:

- Keep their personal information held private.
- Have their preferences with regard to the entry and sharing of client information within County of San Mateo’s HMIS respected, whether they prefer their data to be shared with other partner agencies or not.
- Request a change in their information sharing preferences.
- Refuse to allow entry of identifiable information into County of San Mateo’s HMIS without being denied services (except if entry of identifiable information is necessary for program operation).

- Have only truthful and accurate information about them entered into the system.
- Not be asked for information unless the information is required for a legitimate business purpose such as to provide services to the client.
- Inspect and obtain a copy of their own information maintained within County of San Mateo's HMIS (except for information that is used in preparation for a criminal or civil court case under release by subpoena).
- File grievances related to the HMIS without retaliation.

Agencies are responsible for the actions of their users. Among the steps each agency will take to maintain data privacy and security are:

- Access. Agencies will permit access to County of San Mateo's HMIS or client-level information obtained from it only to paid employees or who need access to County of San Mateo's HMIS for legitimate business purposes (such as to provide services to the Client, to conduct evaluation or research, to administer the program, or to comply with regulatory requirements).
- Usernames and passwords. Usernames and passwords shall not be stored or displayed in any publicly accessible location. Usernames and passwords may only be used by the person to whom they are assigned; licenses may not be shared under any circumstance. Each staff who accesses HMIS must have a unique username and password.
- Change in Employee status. If an authorized user separates from employment with a Core Service Agency or Homeless Service Provider, notification must be made via a support ticket to the HSA Services desk by contacting County of San Mateo's Human Services Agency, Business Systems Group at HSA_ServiceDesk@smcgov.org or 650-802-7573. The ticket shall request termination of the user's rights within 24 hours of an employee leaving employment to terminate access to the Clarity account.
- Training. Each agency will only allow their staff to access County of San Mateo's HMIS after the authorized user receives appropriate confidentiality training and has signed an Oath of Confidentiality. The Oath of Confidentiality represents the user's agreement to the following terms and conditions:
 - Do not access, review or discuss client information unless required in the completion of assigned responsibilities. Do not access any information for any unlawful or improper purpose.

- Do not disclose or discuss client information to other staff who do not have a legitimate business need for that information.
- Do not attempt to access systems or client data to which you lack authorization.
- Do not attempt to access client information through a colleague(s) unless it is for a legitimate business purpose.
- Do not change or delete any client data unless such a change or deletion is part of your job function.
- Do not attempt to access client information for personal use for any reason.
- Do not attempt to access client information for use that exceeds the scope of the Clarity User's duties and responsibilities.
- Staff should collect printed client information promptly from shared printers and photocopiers. Where the technology is available, "delayed" or "confidential" printing options should be selected for highly sensitive document production. All printed client information should be shredded when no longer needed or kept in a locked cabinet.
- Do not make or store printed or media copies of client information unless it is a necessary part of your job.
- Do not share your access information (user name and password) with anyone.

Data Sharing

One of the potential benefits – and potential risks – of the County of San Mateo's HMIS is the ability to easily share data between agencies in a standardized format. In either case, clients have the right to control access to their data and must sign a Client Release of Information form before an agency can share information about the client with other agencies via the County of San Mateo's HMIS. Note that agency staff must be prepared to explain the HMIS system and agency privacy policies upon request.

HMIS project staff at the County of San Mateo, Human Services Agency, Center on Homelessness, will have access to all information entered into the system. The Human Services Agency routinely deals with sensitive data and abide by strict data privacy practices. The

Human Services Agency will only access identifying information for business-related reasons, including administering the database, conducting research, and preparing reports (only aggregate information will be included in reports).

Accountability for Noncompliance

The Human Services Agency, Center on Homelessness will review progress made by participating programs with HMIS. The Center on Homelessness may provide notice to the local Continuum of Care when agencies are found not to be in compliance with data entry or have violated the code of ethics or privacy concerns.

Expectations for HMIS System Administrator

Providing an HMIS

As system administrator for County of San Mateo's HMIS, the Human Services Agency provides all of the necessary equipment, staff, and technology to operate and maintain the central site. This is done in partnership with the vendor (BitFocus) and San Mateo County Human Services Agency, which is the CoC Lead Agency and the HMIS Lead Agency.

In addition, the system administrator will work with Continuum of Care Coordinators, participating agencies, end-users, vendors, and other HMIS stakeholders to ensure compliance with HMIS-related rules and standards enacted by the U.S. Department of Housing and Urban Development, meaning the current HMIS Data Standard. This is to include, but not limited to:

- Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS
- Ensure consistent participation of recipients and sub recipients in the HMIS; and
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD in the HMIS Data Standards

Notice of Planned Interruption in Service

Whenever possible, the Human Services Agency will notify participating agencies of planned interruptions to service at least 3 business days prior to the interruption.

HMIS Policies Continued

Data Requests

Agencies will respond to all data requests submitted by individual program participants served by that particular agency. Any requests received by an agency that the agency is unable to fulfill will be forwarded to HSA.

Requests for inspection or copies of personal data or private information or by individual program participants shall be accommodated with no service charges or fees. Any agency, or the County of San Mateo's Human Services Agency, may deny access to information that is legally protected due to current or pending legal activity. An agency or program may deny inspection or copies of personal information if the individual program participant has requested the same data or information more than two times in a calendar year (unless substantive change have been made to the record – program participants may request another copy upon substantive change to their records).

Program participants may request amendments or corrections to their record. Any such requests shall be honored unless program staff have a justifiable reason for not making the change, including that the requested change would misrepresent client characteristics, service dates, or the like. Requests for changes that are not honored may be recorded under client case notes in the HMIS. Requests for multiple alterations in any calendar year may be denied due to administrative burden or harassment by the individual program participant (unless substantive changes have been made to the record – program participants may request additional alterations following substantive changes to their records).

Grievance Procedures for Individual Program Participants

Users must permit clients to file a written complaint regarding the use or treatment of their information within County of San Mateo's HMIS. Clients may file a written complaint with either the Agency/program or with the Center on Homelessness. Clients may not be retaliated against for filing a complaint.

Data Privacy and Security Protection Training

The Human Services Agency encourages all participating agencies or programs to routinely train their personnel on best practices in data privacy and security protection. Data privacy is emphasized in HMIS training sessions, but more general training on this topic is encouraged.

Data Accuracy

Agencies are responsible for the accuracy of the data they enter into the HMIS. Agencies are strongly encouraged to run reports on a monthly or weekly basis to check data and consult with the Human Services Agency to correct any problems.

The Center on Homelessness shall regularly check data quality in County of San Mateo's HMIS. Agencies, or particular end-users, that make repeated errors may be required to attend more training, or may be barred from using HMIS if they are unwilling to improve data entry practices.

Third Party Access to Data

No request for private, personal information about an individual program participant from a third party or entity shall be honored unless the request is legally binding.


All requests for system-wide aggregate data or information shall be forwarded to the Human Services Agency.

Unused Licenses

If any license goes unused for more than 90 days, that license may be terminated. The Requesting Agency will be notified prior to deactivation of the license and the agency will have 5 business days to respond with a request if the license is to be continued.

San Mateo County Continuum of Care CoC Governance Charter and HMIS Policies and Procedures Manual were revised and approved September 7, 2018 by the Continuum of Care Steering Committee

**Selina Toy Lee, Director of Collaborative Community Outcomes
San Mateo County Human Services Agency (CoC Lead Agency)**



Signature

9/7/18

Date

FY 2018 CoC Competition Report

2018 HDX Competition Report

PIT Count Data for CA-512 - Daly/San Mateo County CoC

Total Population PIT Count Data

	2016 PIT	2017 PIT	2018 PIT
Total Sheltered and Unsheltered Count	1361	1253	1238
Emergency Shelter Total	166	211	258
Safe Haven Total	0	0	0
Transitional Housing Total	420	405	343
Total Sheltered Count	586	616	601
Total Unsheltered Count	775	637	637

Chronically Homeless PIT Counts

	2016 PIT	2017 PIT	2018 PIT
Total Sheltered and Unsheltered Count of Chronically Homeless Persons	238	234	238
Sheltered Count of Chronically Homeless Persons	5	31	35
Unsheltered Count of Chronically Homeless Persons	233	203	203

2018 HDX Competition Report

PIT Count Data for CA-512 - Daly/San Mateo County CoC

Homeless Households with Children PIT Counts

	2016 PIT	2017 PIT	2018 PIT
Total Sheltered and Unsheltered Count of the Number of Homeless Households with Children	132	116	121
Sheltered Count of Homeless Households with Children	97	97	102
Unsheltered Count of Homeless Households with Children	35	19	19

Homeless Veteran PIT Counts

	2011	2016	2017	2018
Total Sheltered and Unsheltered Count of the Number of Homeless Veterans	324	136	105	100
Sheltered Count of Homeless Veterans	177	46	48	43
Unsheltered Count of Homeless Veterans	147	90	57	57

2018 HDX Competition Report
HIC Data for CA-512 - Daly/San Mateo County CoC

HMIS Bed Coverage Rate

Project Type	Total Beds in 2018 HIC	Total Beds in 2018 HIC Dedicated for DV	Total Beds in HMIS	HMIS Bed Coverage Rate
Emergency Shelter (ES) Beds	310	28	282	100.00%
Safe Haven (SH) Beds	0	0	0	NA
Transitional Housing (TH) Beds	370	22	338	97.13%
Rapid Re-Housing (RRH) Beds	342	14	328	100.00%
Permanent Supportive Housing (PSH) Beds	750	33	565	78.80%
Other Permanent Housing (OPH) Beds	275	0	275	100.00%
Total Beds	2,047	97	1788	91.69%

2018 HDX Competition Report
HIC Data for CA-512 - Daly/San Mateo County CoC

PSH Beds Dedicated to Persons Experiencing Chronic Homelessness

Chronically Homeless Bed Counts	2016 HIC	2017 HIC	2018 HIC
Number of CoC Program and non-CoC Program funded PSH beds dedicated for use by chronically homeless persons identified on the HIC	304	318	361

Rapid Rehousing (RRH) Units Dedicated to Persons in Household with Children

Households with Children	2016 HIC	2017 HIC	2018 HIC
RRH units available to serve families on the HIC	22	31	84

Rapid Rehousing Beds Dedicated to All Persons

All Household Types	2016 HIC	2017 HIC	2018 HIC
RRH beds available to serve all populations on the HIC	127	139	342

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

Summary Report for CA-512 - Daly/San Mateo County CoC

Measure 1: Length of Time Persons Remain Homeless

This measures the number of clients active in the report date range across ES, SH (Metric 1.1) and then ES, SH and TH (Metric 1.2) along with their average and median length of time homeless. This includes time homeless during the report date range as well as prior to the report start date, going back no further than October, 1, 2012.

Metric 1.1: Change in the average and median length of time persons are homeless in ES and SH projects.
Metric 1.2: Change in the average and median length of time persons are homeless in ES, SH, and TH projects.

a. This measure is of the client's entry, exit, and bed night dates strictly as entered in the HMIS system.

	Universe (Persons)		Average LOT Homeless (bed nights)			Median LOT Homeless (bed nights)		
	Submitted FY 2016	FY 2017	Submitted FY 2016	FY 2017	Difference	Submitted FY 2016	FY 2017	Difference
1.1 Persons in ES and SH	1217	1088	41	42	1	27	15	-12
1.2 Persons in ES, SH, and TH	2328	2086	95	98	3	68	66	-2

b. This measure is based on data element 3.17.

This measure includes data from each client's Living Situation (Data Standards element 3.917) response as well as time spent in permanent housing projects between Project Start and Housing Move-In. This information is added to the client's entry date, effectively extending the client's entry date backward in time. This "adjusted entry date" is then used in the calculations just as if it were the client's actual entry date.

The construction of this measure changed, per HUD's specifications, between FY 2016 and FY 2017. HUD is aware that this may impact the change between these two years.

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

	Universe (Persons)		Average LOT Homeless (bed nights)			Median LOT Homeless (bed nights)		
	Submitted FY 2016	FY 2017	Submitted FY 2016	FY 2017	Difference	Submitted FY 2016	FY 2017	Difference
1.1 Persons in ES, SH, and PH (prior to "housing move in")	1217	1042	73	104	31	31	17	-14
1.2 Persons in ES, SH, TH, and PH (prior to "housing move in")	2328	2156	137	203	66	90	102	12

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness

This measures clients who exited SO, ES, TH, SH or PH to a permanent housing destination in the date range two years prior to the report date range. Of those clients, the measure reports on how many of them returned to homelessness as indicated in the HMIS for up to two years after their initial exit.

After entering data, please review and confirm your entries and totals. Some HMIS reports may not list the project types in exactly the same order as they are displayed below.

	Total # of Persons who Exited to a Permanent Housing Destination (2 Years Prior)	Returns to Homelessness in Less than 6 Months		Returns to Homelessness from 6 to 12 Months		Returns to Homelessness from 13 to 24 Months		Number of Returns in 2 Years	
		FY 2017	% of Returns	FY 2017	% of Returns	FY 2017	% of Returns	FY 2017	% of Returns
Exit was from SO	4	2	50%	0	0%	1	25%	3	75%
Exit was from ES	221	18	8%	5	2%	7	3%	30	14%
Exit was from TH	682	58	9%	28	4%	26	4%	112	16%
Exit was from SH	0	0		0		0		0	
Exit was from PH	123	4	3%	5	4%	6	5%	15	12%
TOTAL Returns to Homelessness	1030	82	8%	38	4%	40	4%	160	16%

Measure 3: Number of Homeless Persons

Metric 3.1 – Change in PIT Counts

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

This measures the change in PIT counts of sheltered and unsheltered homeless person as reported on the PIT (not from HMIS).

	January 2016 PIT Count	January 2017 PIT Count	Difference
Universe: Total PIT Count of sheltered and unsheltered persons	1361	1253	-108
Emergency Shelter Total	166	211	45
Safe Haven Total	0	0	0
Transitional Housing Total	420	405	-15
Total Sheltered Count	586	616	30
Unsheltered Count	775	637	-138

Metric 3.2 – Change in Annual Counts

This measures the change in annual counts of sheltered homeless persons in HMIS.

	Submitted FY 2016	FY 2017	Difference
Universe: Unduplicated Total sheltered homeless persons	2341	2154	-187
Emergency Shelter Total	1229	1146	-83
Safe Haven Total	0	0	0
Transitional Housing Total	1685	1429	-256

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period

	Submitted FY 2016	FY 2017	Difference
Universe: Number of adults (system stayers)	197	282	85
Number of adults with increased earned income	3	22	19
Percentage of adults who increased earned income	2%	8%	6%

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period

	Submitted FY 2016	FY 2017	Difference
Universe: Number of adults (system stayers)	197	282	85
Number of adults with increased non-employment cash income	14	115	101
Percentage of adults who increased non-employment cash income	7%	41%	34%

Metric 4.3 – Change in total income for adult system stayers during the reporting period

	Submitted FY 2016	FY 2017	Difference
Universe: Number of adults (system stayers)	197	282	85
Number of adults with increased total income	17	119	102
Percentage of adults who increased total income	9%	42%	33%

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

Metric 4.4 – Change in earned income for adult system leavers

	Submitted FY 2016	FY 2017	Difference
Universe: Number of adults who exited (system leavers)	630	773	143
Number of adults who exited with increased earned income	80	125	45
Percentage of adults who increased earned income	13%	16%	3%

Metric 4.5 – Change in non-employment cash income for adult system leavers

	Submitted FY 2016	FY 2017	Difference
Universe: Number of adults who exited (system leavers)	630	773	143
Number of adults who exited with increased non-employment cash income	43	55	12
Percentage of adults who increased non-employment cash income	7%	7%	0%

Metric 4.6 – Change in total income for adult system leavers

	Submitted FY 2016	FY 2017	Difference
Universe: Number of adults who exited (system leavers)	630	773	143
Number of adults who exited with increased total income	109	163	54
Percentage of adults who increased total income	17%	21%	4%

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

Measure 5: Number of persons who become homeless for the 1st time

Metric 5.1 – Change in the number of persons entering ES, SH, and TH projects with no prior enrollments in HMIS

	Submitted FY 2016	FY 2017	Difference
Universe: Person with entries into ES, SH or TH during the reporting period.	2023	1839	-184
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	734	705	-29
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time)	1289	1134	-155

Metric 5.2 – Change in the number of persons entering ES, SH, TH, and PH projects with no prior enrollments in HMIS

	Submitted FY 2016	FY 2017	Difference
Universe: Person with entries into ES, SH, TH or PH during the reporting period.	2407	2368	-39
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	842	863	21
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time.)	1565	1505	-60

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

Measure 6: Homeless Prevention and Housing Placement of Persons defined by category 3 of HUD's Homeless Definition in CoC Program-funded Projects

This Measure is not applicable to CoCs in FY2017 (Oct 1, 2016 - Sept 30, 2017) reporting period.

Measure 7: Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

Metric 7a.1 – Change in exits to permanent housing destinations

	Submitted FY 2016	FY 2017	Difference
Universe: Persons who exit Street Outreach	98	264	166
Of persons above, those who exited to temporary & some institutional destinations	9	17	8
Of the persons above, those who exited to permanent housing destinations	45	62	17
% Successful exits	55%	30%	-25%

Metric 7b.1 – Change in exits to permanent housing destinations

2018 HDX Competition Report

FY2017 - Performance Measurement Module (Sys PM)

	Submitted FY 2016	FY 2017	Difference
Universe: Persons in ES, SH, TH and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing	2004	1846	-158
Of the persons above, those who exited to permanent housing destinations	1073	849	-224
% Successful exits	54%	46%	-8%

Metric 7b.2 – Change in exit to or retention of permanent housing

	Submitted FY 2016	FY 2017	Difference
Universe: Persons in all PH projects except PH-RRH	585	584	-1
Of persons above, those who remained in applicable PH projects and those who exited to permanent housing destinations	573	563	-10
% Successful exits/retention	98%	96%	-2%

2018 HDX Competition Report

FY2017 - SysPM Data Quality

CA-512 - Daly/San Mateo County CoC

This is a new tab for FY 2016 submissions only. Submission must be performed manually (data cannot be uploaded). Data coverage and quality will allow HUD to better interpret your Sys PM submissions.

Your bed coverage data has been imported from the HIC module. The remainder of the data quality points should be pulled from data quality reports made available by your vendor according to the specifications provided in the HMIS Standard Reporting Terminology Glossary. You may need to run multiple reports in order to get data for each combination of year and project type.

You may enter a note about any field if you wish to provide an explanation about your data quality results. This is not required.

2018 HDX Competition Report FY2017 - SysPM Data Quality

	All ES, SH				All TH				All PSH, OPH				All RRH				All Street Outreach			
	2013-2014	2014-2015	2015-2016	2016-2017	2013-2014	2014-2015	2015-2016	2016-2017	2013-2014	2014-2015	2015-2016	2016-2017	2013-2014	2014-2015	2015-2016	2016-2017	2013-2014	2014-2015	2015-2016	2016-2017
1. Number of non-DV Beds on HIC	282	293	199	195	520	452	371	389	663	689	894	1040	24	94	115	134				
2. Number of HMIS Beds	204	207	199	195	500	432	361	379	512	532	535	888	24	94	115	134				
3. HMIS Participation Rate from HIC (%)	72.34	70.65	100.00	100.00	96.15	95.58	97.30	97.43	77.22	77.21	59.84	85.38	100.00	100.00	100.00	100.00				
4. Unduplicated Persons Served (HMIS)	1397	1877	1488	1701	1970	1940	1853	1988	600	585	669	899	544	378	745	1030	16	17	206	386
5. Total Leavers (HMIS)	1286	1667	1367	1528	1515	1553	1430	1608	114	119	57	45	410	216	527	473	6	1	40	186
6. Destination of Don't Know, Refused, or Missing (HMIS)	298	626	84	410	215	574	226	147	14	29	3	12	29	47	14	24	4	0	4	78
7. Destination Error Rate (%)	23.17	37.55	6.14	26.83	14.19	36.96	15.80	9.14	12.28	24.37	5.26	26.67	7.07	21.76	2.66	5.07	66.67	0.00	10.00	41.94

2018 HDX Competition Report

Submission and Count Dates for CA-512 - Daly/San Mateo County CoC

Date of PIT Count

	Date	Received HUD Waiver
Date CoC Conducted 2018 PIT Count	1/23/2018	

Report Submission Date in HDX

	Submitted On	Met Deadline
2018 PIT Count Submittal Date	4/27/2018	Yes
2018 HIC Count Submittal Date	4/27/2018	Yes
2017 System PM Submittal Date	5/24/2018	Yes

Order of Priority

Applicable Section Only

The following pages are excerpted from the full Governance Charter and the highlighted sections document the Orders of Priority written standards

Supportive services in RRH programs are offered and encouraged, however participation is not mandatory. Programs may offer employment services, budgeting classes, and other types of support, but participation is not mandatory as a condition of receiving assistance. Programs will utilize motivational interviewing and other engagement techniques to encourage participants to participate in supportive services that are applicable to each participant’s housing plan.

c. Permanent Supportive Housing (PSH)

i. Access to PSH

Under San Mateo County’s CES policies all PSH Programs receiving CoC funding must accept referrals from CES, which uses a locally designed assessment tool to prioritize households for PSH based on their history of homelessness, presence of housing barriers and vulnerability.

The households matched to PSH must be:

- Experiencing chronic homelessness, as defined in the HUD Final Rule on Chronic Homelessness
- Meet the CES eligibility criteria

CoC funded PSH programs and providers may not have their own outreach and referral procedures, and must accept referrals directly from the CES, eliminating “side doors” into the homeless system and ensuring consistent prioritization.

Each PSH program in San Mateo County will establish its own eligibility criteria in compliance with applicable funding sources. Funder-mandated eligibility restrictions may include: maximum income levels, the definition of homelessness that a household must meet, veteran status and other factors. PSH projects that are site-specific dedicated built units must also comply with the regulatory requirements associated with all their permanent financing sources (e.g. tax credits, State MHP, HUD 811, etc.) that are related to tenant eligibility and screening.

PSH programs shall not adopt additional eligibility or screening criteria beyond what is required by a funding source. In particular, providers shall not impose additional targeting or screening criteria designed to identify whether a household is “housing ready,” such as:

- Sobriety
- Employability or employment readiness
- Minimum income
- “Motivation” or willingness to participate in services

ii. Orders of Priority

All CoC-funded PSH beds in the CoC are offered to eligible chronically homeless households using the process described above and further detailed in the CoC's adopted CES policies. The prioritization policy for PSH complies with the order of priority set forth in CPD Notice CPD-16-11 - *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Persons in Supportive Housing*.

The San Mateo County CES uses a locally-designed housing assessment and prioritization tool that assesses each household's length of time homeless and barriers to securing housing.

The CoC Lead Agency manages a centralized priority pool of adults and families who have been prioritized for assistance based on their assessment results. When there are openings in PSH projects, the CoC Lead Agency will match the household on the list that has the highest score and has been verified as being chronically homeless and who appears to meet the program's eligibility criteria. Individuals are referred in priority score order – this ensures that those who have the most significant housing barriers are assisted first.

The CoC ensures that all eligible veterans are referred for assistance through HUD-VASH and SSVF. Those veterans who are not eligible for these VA-funded programs may access available CoC-funded PSH beds provided they meet the chronic homelessness criteria.

d. Anti-Discrimination Policy

The Continuum of Care has adopted the following policy regarding affirmative marketing and non-discrimination.

All homeless system providers and programs receiving federal CoC and/or ESG funds, or who are under contract with the San Mateo County Human Services Agency (HSA) shall affirmatively market their housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or disability who are least likely to apply in the absence of special outreach, and maintain records of those marketing activities. Housing and services must be made available to individuals and families without regard to actual or perceived sexual orientation, gender identity, or marital status in accordance with 24 CFR 5.105 (a)(2).

All programs shall comply with all applicable state and Federal civil rights and fair housing laws and requirements, including, but not limited to:

- Fair Housing Act prohibits discriminatory housing practices based on race, color, religion, sex, national origin, disability, or familial status;

Racial Disparity Assessment Summary

Racial Disparity Analysis Introduction

The San Mateo County Human Services Agency, as Lead Agency for the CoC, conducted an analysis of racial disparities in the homeless system. Staff compared the racial/ethnic distribution of the general population of people living in San Mateo County, the population of people in poverty (based on the federal poverty definition), and the population of individuals participating in homeless programs as recorded in HMIS in FY17-18.

The results are presented in the tables below. Findings show that, when comparing homeless program participants to the general population, the largest disparities occur in the following groups:

- Black or African American (more frequent in the homeless population)
- American Indian or Alaskan Native (more frequent in the homeless population)
- Native Hawaiian or Other Pacific Islander (more frequent in the homeless population)
- Asian (less frequent in the homeless population).

The same pattern of findings is evident when comparing the poverty population to those participating in homeless programs, although the magnitude of disparity is somewhat less.

**Comparison Data on Race/Ethnicity of Homeless Program Participants
in San Mateo County Homeless Service Programs**

Racial/Ethnic Group (Hispanic/Latinx grouped separately)	General Population	Below Poverty Level ⁱ	Homeless Program Participants ⁱⁱ
White	40.4%	24.8%	29.7%
Black or African-American	2.3%	4.5%	17.3%
American Indian or Alaska Native	0.1%	0.3%	0.7%
Asian	26.6%	18.2%	5.4%
Native Hawaiian or Other Pacific Islander	1.4%	2.1%	8.2%
Multi-racial	3.7%	3.0%	2.2%
Hispanic/Latinx (of any race)	25.1%	46.4%	33.7%
Race Data Not Available (non-Hispanic)	0.4%	0.7%	2.7%
Total	100.0%	100.0%	100.0%

ⁱ General population and poverty level statistics drawn from the American Census Survey 2012-2016.

ⁱⁱ Individuals in San Mateo County's HMIS during FY17-18, including those housed in permanent housing programs.

Race/Ethnicity Demographic Data

