

Resolution No. 2022-06-21-1203

## STOCKTON CITY COUNCIL

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**RESOLUTION AUTHORIZING THE CITY TO APPLY FOR, ACCEPT, AND APPROPRIATE GRANT FUNDING FROM THE STATE OF CALIFORNIA- HOMELESS COORDINATING AND FINANCING COUNCIL (HCFC), BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY (BCSH), OF THE FIRST ALLOCATION OF ROUND THREE OF THE HOMELESS HOUSING, ASSISTANCE, AND PREVENTION (HHAP) GRANT PROGRAM, AND TO ENTER INTO A CONTRACT WITH A CONSULTANT FOR THE DEVELOPMENT OF AN ACTION PLAN REQUIRED TO APPLY FOR SECOND ALLOCATION OF THE ROUND THREE HHAP FUNDS**

On December 17, 2021, the HCFC and BCSH issued a Notice of Funding Availability (NOFA) for their HHAP 3 program established under Assembly Bill 140 (Health & Safety Code § 50218.6, et seq.), which was signed into law by Governor Gavin Newsom on July 19, 2021, for approximately \$1 billion in available funding; and

The following requirements must be met prior to submitting a final application for HHAP Round 3 funding pursuant to Health and Safety Code section 50220.7(b)(1)-(3), by June 30, 2022:

1. The City must engage with HCFC on its local homelessness action plan and outcome goals before submitting a complete application; and
2. The City must submit its local homelessness action plan and approved outcome goals to HCFC after each was agendized at a regular meeting of the City Council, and available for receiving public comment; and

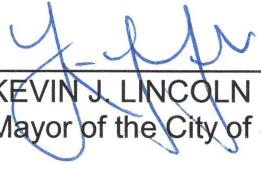
The previous HHAP rounds of funding are aligned with the San Joaquin Community Response to Homelessness, which is a strategic plan developed by the City of Stockton in partnership with the County of San Joaquin and the San Joaquin Continuum of Care. HHAP 3's initial disbursement of funds will allow for the procurement of a contractor to augment staff's capacity to ensure compliance with State regulations and all grant application requirements; and

The general purpose HHAP 3 funding is designed to build on regional coordination developed through previous rounds of HCFC Homeless Emergency Aid Program (HEAP), HHAP, and COVID-19 funding. Round 3 funds should be used to reduce homelessness informed by a best-practices framework focused on moving homeless individuals and families into permanent housing and supporting the efforts of those individuals and families to maintain their permanent housing. To successfully reduce homelessness through this funding, the initial disbursement is explicit in its functionality and deliverables; now, therefore,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF STOCKTON, AS FOLLOWS:

1. Authorize staff to apply for HHAP 3 grant funds.
2. Approve the City of Stockton Homeless Action Plan (attached as Exhibit 1 and incorporated herein by this reference).
3. Authorize the City Manager, or designee to enter a Standard Agreement/Initial Disbursement Contract for funds with all its exhibits or other necessary documents consistent with the resolution.
4. Authorize the City Manager or designee, to take whatever actions are necessary and appropriate to carry out the purpose and intent of this Resolution.

PASSED, APPROVED, and ADOPTED June 21, 2022.

  
KEVIN J. LINCOLN II  
Mayor of the City of Stockton

ATTEST:



ELIZA R. GARA, CMC  
City Clerk of the City of Stockton





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# Local Homeless Action Plan

## Economic Development Department

### City of Stockton

### June 2022

City of Stockton

Economic Development Department



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## 1. Introduction

### Purpose of the Local Action Plan

In 2018, the Stockton City Council declared a local homeless emergency directing the City Manager and all applicable city departments to develop strategies and solutions to address homelessness. At that time Stockton (City) counted 311 unsheltered homeless individuals as residents of its community<sup>i</sup>. Since then, much has been accomplished, but despite these efforts the number of people experiencing homelessness and living unsheltered on the street remains high. Most recent Point-in-Time (PIT) Count findings from a survey of homeless individuals conducted in January 2022, found an estimated 1,370 homeless individuals in Stockton, of whom nearly 900 were unsheltered (65%).

The rise in homelessness experienced within the City of Stockton, and throughout San Joaquin County (County), is not unique. Across California, homelessness is soaring, with more than 230,000 individuals and families accessing homeless services statewide in 2021, according to the State's Homeless Data Integration System (HDIS). Increases in homelessness can be attributed to numerous factors, including experiences of trauma, mental illnesses, substance use disorders, and systems that fail to keep vulnerable individuals such as veterans, foster care youth, and families fleeing domestic violence safely housed. But the real cause for homelessness, according to all studies and reports, is that housing in California is scarce and expensive. There are simply not enough units at prices that people can afford. Further, while housing costs have increased statewide, some of the largest price increases are in the Central Valley, with San Joaquin and Stanislaus Counties leading the state with a 115% and 122% increases in housing costs, respectively, between 2010 and 2020<sup>ii</sup>. In Stockton, rental rates continue to climb from year-to-year, with average rents for one-bedroom apartments exceeding \$1200 a month, an over 13% increase in rental rates from the prior year<sup>iii</sup>.

Now, on the heels of the COVID-19 pandemic, there has never been a more critical time to address homelessness in Stockton. As a City, this community weathered numerous trials during the course of the pandemic, but through it all city staff, civic leaders, youth, pastors, educators, retirees, health care providers, and businesses, worked jointly to address and combat the hardships experienced during the pandemic. Collectively, people came together in a moment of crisis to feed their neighbors, deliver urgent hygiene supplies and medications to all corners of the City, and to support each other in times of loneliness and isolation. Most critically, urgently needed federal relief funds were wisely invested in a range of projects to strengthen households and reinvigorate core infrastructure, including public restrooms and water stations, throughout the City. Nearly \$40 million in emergency rental assistance was granted to more than 5,000 struggling households – keeping individuals and families safe and stable in their homes and averting homelessness.

Early indicators provide cautious optimism that these efforts are making a difference. State data indicate that the number of people accessing homeless services declined very slightly between 2019 and 2021, within the County and across the State. Findings provide a glimmer of hope that concerted efforts to prevent huge increases in homelessness, as the result of pandemic-related job losses, may have met intended goals. With employment rebounding, and COVID-19 shifting from pandemic status to a more manageable illness, the City can focus on longer-term solutions to address and prevent homelessness.



This Local Action Plan (Action Plan) builds upon the collective efforts and actions of dozens of City and community leaders over the past several years to prevent and end homelessness and builds off of significant investments already under way through new state and federal funding to address homelessness. It takes as its guide two framing documents:

***San Joaquin Community Response to Homelessness***, a regional strategic plan developed in partnership between the San Joaquin Continuum of Care (SJCOC) and local governments. Approved in 2020, by the SJCOC, San Joaquin County, and the Cities of Stockton, Lodi, Manteca, and Tracy, the Strategic Plan charts a framework of core goals and objectives to address homelessness in the region. (Strategic Plan)

***Action Plan for Preventing and Ending Homelessness in California***, a state plan adopted in March 2021, by the California Homeless Coordinating and Financing Council, articulates statewide objectives and describes guiding expectations for local governments receiving state funds to address homelessness. Most critically, the plan establishes **uniform performance measures** to be achieved through any state funding allocations. (State Plan)

In the following pages, the ***City of Stockton Homeless Action Plan*** provides an assessment of homeless services and describes the experiences and recommendations of people who are living in Stockton without a permanent home. Section 3 describes the funding that is available, both state and federal funds to address homelessness and provides a comprehensive summary of how funding is being invested across three key strategy areas. It also includes recommendations on how to strategically utilize anticipated future state and federal allocations. Finally, Section 4, summarizes the specific project areas that the City will pursue to address homelessness. City efforts occur in collaboration with the County and neighboring cities. Section 4 concludes with a broader analysis of how City funded investments work in partnership with allocations made by SJCOC and the County.

## Guiding Principles

The North Star goal, established by the 2020 Strategic Plan, is that homelessness will be rare, brief, and non-reoccurring. This vision recognizes that while some people may experience homelessness, existing services and supports should be able to make that incident short in duration and help put in place effective solutions to make homelessness a one-time occurrence. The Stockton City Council has given a clear directive that the City needs solutions to the homeless crisis, and that the availability of affordable housing is one of the biggest challenges to be addressed.

|                   |  |
|-------------------|--|
| <b>Vision:</b>    | Homelessness should be rare, brief, and non-reoccurring.   |
| <b>Directive:</b> | Develop solutions to address homelessness, including increasing the affordable housing supply.   |
| <b>Goals:</b>     | <ol style="list-style-type: none"><li>1. Establish a coordinated and engaged regional system of care.</li><li>2. Increase access and reduce barriers to homeless crisis response services.</li><li>3. Ensure households experiencing homelessness have access to affordable and sustainable permanent housing solutions.</li></ol> |



The City is also adopting the following guiding principles to guide the manner in which programs and practices will be implemented to address homelessness:

- Promote housing first policies.
- Measure and reduce disproportionate experiences.
- Engage people with lived experiences in homelessness.
- Invest in systems and practices that work.
- Coordinate with partner jurisdictions.

#### Commitment to Housing First Policies

*Housing First* is an approach to serving people experiencing homelessness that recognizes that a homeless person's first and primary need is to obtain stable and safe housing, and that other issues, improving health, reducing harmful behaviors, and increasing income should be addressed once stable housing is obtained. *People are housed quickly without preconditions or service participation requirements.* Supportive services are offered to promote housing stability and prevent returns to homelessness. This approach to services removes barriers and encourages participation by individuals and families seeking services.

#### Commitment to Reducing Disproportionalities

The City is committed to addressing racial and ethnic disparities in the homelessness system and to integrate a racial equity lens in its work. Racial and ethnic disparities are present when the experiences of one population group are disproportionate to their total share of the population. Applying a racial equity lens is to deliberately set out to achieve a landscape where *race and ethnicity are no longer predictors of life outcomes.* This approach means not just addressing homelessness, but to also strengthen the power and capacity of diverse and marginalized communities to prevent displacement, increase housing stability, and promote long term financial security.

#### Commitment to Engaging People with Lived Experiences of Homelessness

To promote the most effective services for the homeless population, the City is committed to partnering with people with lived experiences. Project plans are developed, implemented, and monitored with input of those who are experiencing homelessness and/or who have lived experiences of homelessness. City homelessness grants will continue to value project partners that demonstrate their *capacity to learn from the people they serve* and to hire and promote those with lived experiences to decision-making roles.

#### Commitment to Best Practices

The City recognizes and promotes several core systems and service practices as critical and necessary to addressing homelessness. Among these are:

- *Coordinated Entry Systems.* Coordinated Entry Systems (CES) provides a central location for homeless individuals to request services. CES uses a validated assessment to prioritize and serve the most vulnerable individuals and to ensure fair and equal access to housing and services.
- *Homeless Management Information System.* The Homeless Management Information System (HMIS) is a federally mandated reporting tool for all homeless service agencies. California and the City, likewise require funded homeless services agencies to enter contact and client information into the HMIS. Data reports derived from HMIS are used for state and federal reporting and guide planning and program monitoring at a local level.



- *Measuring Impact.* Through the use of standardized HUD Performance Measures, HMIS reporting and the PIT Count, the impact of programs and services can be measured, allowing funding to be targeted in the most effective manner.
- *Low-Barrier Approaches to Services.* Programs and services do not screen people out for assistance because of perceived barriers to housing or services, including, but not limited to, lack of employment or income, drug or alcohol use, or having a criminal record. Programs and services have a welcoming approach and provide accommodations for people to retain their possessions, stay with their loved ones, experience privacy and dignity, and keep pets close by.
- *Trauma Informed Services.* Understanding the impact of past trauma on individuals will aid service providers in designing programs to help people heal. Many individuals have histories of abuse and violence which may result in fear, acting out and other negative interactions. To be effective, service providers need to understand trauma and how to address it.
- *Person-Centered.* All aspects of services incorporate participant choice. Choice can include location and type of housing, level of services, and other options allowing for participation in decision making.

#### Commitment to Collaboration and Partnerships

The City administers, coordinates, and distributes funding for housing and homelessness services through its Economic Development Department. Funding allocations, program design, implementation, and monitoring are conducted in partnership with the SJCoC, the County, and other local governments, as applicable.

The City maintains a seat on the SJCoC governing body and City staff have attended all SJCoC membership meetings, and currently serve on numerous committees, including: Strategic Planning Committee, Data and HMIS Committee, Shelter Committee, Outreach Committee, Housing Committee, and Coordinated Entry System Committee.

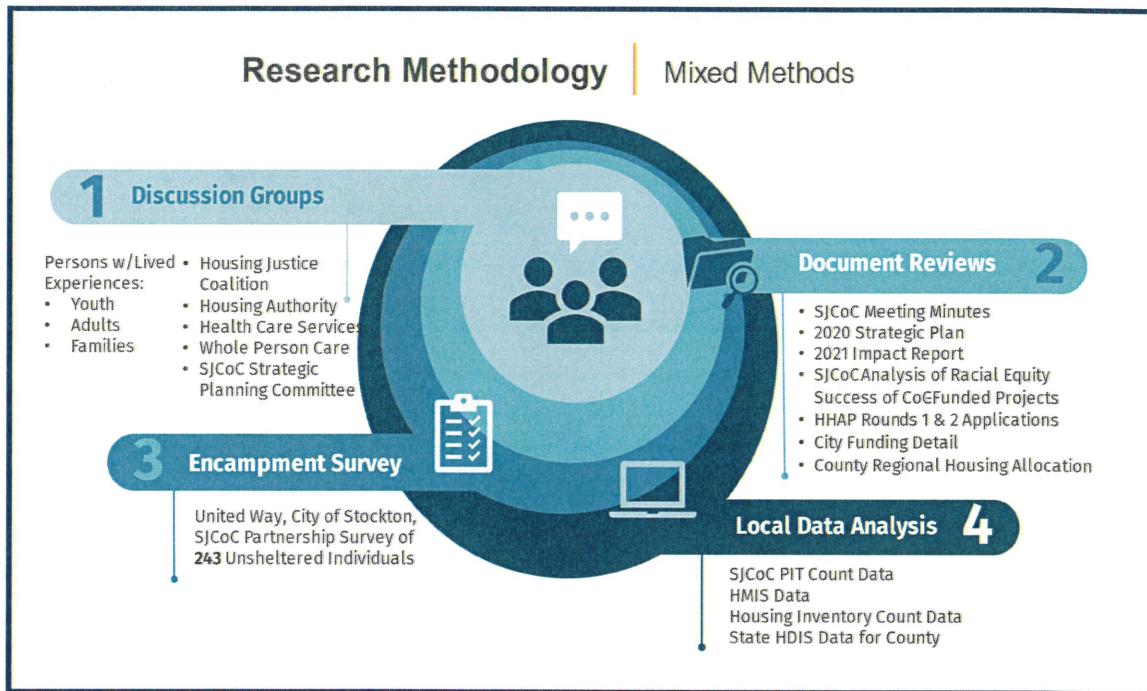
**Continuums of Care:** Continuums of Care (CoCs) are local planning bodies that coordinate federal funding allocations to address homelessness and assist homeless individuals and families move into permanent housing. The federal Department of Housing and Urban Development provides guidelines for the operation and management of CoC program activities and requires CoC's to submit annual reports on homelessness, including counts of persons affected by homelessness, service capacity and utilization data, and performance benchmarks.

#### Research Methodology

This Plan reflects the input from many community members and an extensive review of data and reports. To fully understand the issues, concerns, and gaps in the services system, extensive interviews and discussions were held with individuals and families who are experiencing homelessness, individuals who had lived experiences of homelessness, youth with lived experiences of homelessness, administrators of the Public Housing Authority, the County Health Care Services Agency, and the County Whole Person Care homeless outreach initiative. Group discussions were held with the Housing Justice Coalition of the Reinvent South Stockton Initiative and the SJCoC Strategic Planning Committee.

The Plan also encompasses a survey, conducted by the United Way of San Joaquin, of 243 unsheltered individuals living in homeless encampments and other locations. Survey results provide valuable information on the challenges surrounding homelessness, including how to best serve unsheltered individuals and insight into why shelters are not at full capacity.

The Plan is also based on the review and analysis of state and local data, reports, and needs assessments as described in the figure below.



## 2. Assessment of Current Conditions

### Description of the Homeless Response System

The major responsibilities to assist homeless individuals and families experiencing homelessness to obtain stable and maintain housing are principally divided between cities, counties, and Continuums of Care. Within the local region:

San Joaquin Continuum of Care serves as the regional coordinating entity over homeless services. The goal of the SJCoC is “to provide a comprehensive, coordinated homeless, housing, and services delivery system.” SJCoC is governed by a membership body and a 19-member governing board made up of representatives from local homeless serving organizations, people with lived experiences, representatives of different local governments, including the City of Stockton, and the Housing Authority of San Joaquin. SJCoC oversees the US Housing and Urban Development’s Continuum of Care Program funds and provides grants to organizations to meet the needs of the community. The County serves as the fiscal agent for the administration of SJCoC planning funds and project grants. The CoC is unstaffed, and day-to-day operations are completed through several standing committees led by volunteers.

San Joaquin County oversees the health and human services safety net system. Responsibilities include oversight for veterans’ services, public health care, behavioral health care, CalFresh, CalWorks, and access to health insurance, general relief, and other benefit programs. The Human Services Agency also



oversees special programs to protect vulnerable individuals including older adults and children who have experienced neglect and abuse. Within the homeless system of care, the County is responsible for maintaining the system that identifies and links those experiencing homelessness with existing services and supports. The County also receives local, state, and federal funds earmarked for homeless services and can allocate funds to meet identified needs.

The City of Stockton, like other local units of government, is responsible for the safety and wellness of its residents. Core functions include the maintenance of local roads and rights-of-way, the preservation of city waterways and parks, police and fire responses, assurance of safe buildings and residences, and the creation of a city environment conducive to the economic prosperity and wellbeing of its residents. Within the homeless system of care, the City is responsible for creating an environment in which a continuum of housing options exists and flourishes for people at all income levels and ensuring there are plenty of spaces throughout the city for indigent individuals and households to get their basic needs met.

The SJCoC, the County, and the City administer and distribute funds to a range of local programs to meet core needs and objectives. Through SJCoC, the City and the County work collaboratively and in partnership with regional stakeholders to identify issues and to develop a regional coordinated response to homelessness. Finally, it is important to identify the role and contribution of the Housing Authority of San Joaquin. Operating with federal oversight, local housing authorities are tasked with administering public housing projects and the distribution of housing choice vouchers – a national program that subsidizes a portion of rent payments directly to landlords. Over the past five years the Housing Authority of San Joaquin has worked aggressively to increase its portfolio and has significantly added to the City's housing stock of both affordable rental apartments and permanent supportive housing for people who are homeless.

The primary entities that meet the day-to-day needs of those who are homeless are the local community-based organizations, faith based institutions, and emerging grassroots collections of neighborhood activists and people with lived experiences working jointly to make change in their neighborhoods and communities.

The service continuum is comprised of many significant partners, who provide a broad range of services. These include:

- Housing developers and affordable housing providers
- Housing navigators, helping to find and maintain housing
- Providers of emergency shelters and other temporary dwellings
- Outreach teams, providing a mobile, on-site health, case management, and other services
- Food pantries, meal programs, clothes pantries, etc. in fixed locations to meet basic needs
- Health and behavioral health clinics

State and federal **performance measures** are tied to the types of activities that are within the purview of homeless services and include indicators based on successful outcomes, such as:

- The number of homeless people who obtain permanent housing
- The number of homeless people who are placed into a rapid re-housing program



- The length of time people experience homelessness
- Utilization of emergency shelter programs
- Effectiveness of outreach services, as measured by linkages to shelter or housing
- The number of people who become newly homeless or return to homelessness

## Utilization of the Homeless Response System

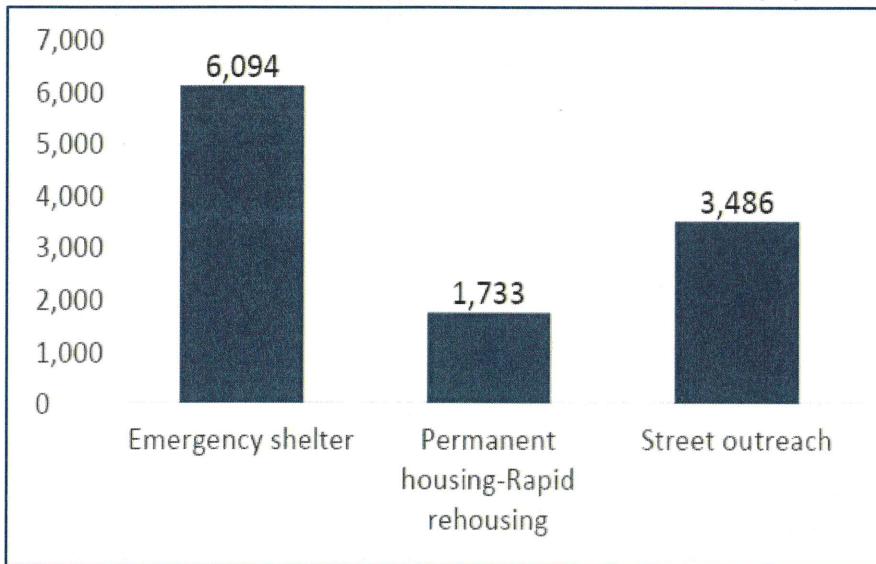
### Service Utilization, Over a 12-Month Period

The SJCoC produces homelessness service utilization reports through the HMIS system. The current report covers a period from 4/1/2021 to 4/2/2022 (referred to below as “reporting period”). Whereas the PIT Count provides a one-day snapshot of homelessness in the County, this data provides a much fuller understanding of service utilization across the SJCoC over a 12-month period. Select findings from that report are summarized below.

During the reporting period, **the SJCoC served 9,390 people**, representing 6,741 unique households, of which 1,635 were chronically homeless.

Emergency shelter was the most utilized services, followed by street outreach, then permanent supportive housing or rapid rehousing (Figure 1).

*Figure 1. Clients Actively Enrolled in Programs in San Joaquin County by Intervention Type*



According to the HMIS reports, people who are Black or African American represent a larger enrollment in emergency shelter compared to the population experiencing homelessness. However, people who are white and people who are Black or African American have similar enrollment numbers in permanent supportive housing or rapid rehousing programs.



## Service Utilization, One Day in January

A local Housing Inventory Count (HIC) is completed annually on one day in January, in conjunction with the PIT Count. HIC data is reported annually to the Department of Housing and Urban Development and is an important component of local program monitoring. The report tallies the number of beds and units available on the night designated for the count by program type, and includes beds dedicated to serve persons who are homeless as well as persons in permanent supportive housing.

***Emergency shelters:*** Any facilities that provide temporary shelter for the homeless and which do not require occupants to sign leases or occupancy agreements.

|                    | <u>Total Shelter Beds</u> | <u>Occupancy</u> | <u>Utilization Rate</u> |
|--------------------|---------------------------|------------------|-------------------------|
| San Joaquin County | 1,161                     | 804              | 69%                     |
| City of Stockton   | 554                       | 338              | 61%                     |

***Rapid Re-housing:*** Rapid Re-housing (RRH) is a form of permanent housing that provides short-term (up to three months) and medium-term (4-24 months) tenant-based rental assistance and supportive services to households experiencing homelessness. RRH is intended for individuals and households that are unlikely to need long-term support services to stay housed.

***Permanent supportive housing:*** Permanent supportive housing (PSH) is an evidence-based housing intervention that combines on-going rental assistance with supportive services such as health and mental health care for chronically homeless households. PSH is intended for individuals and households that will likely need long-term, ongoing support services to stay housed.

Location information is not available for RRH or PSH programs, because some programs operate on a voucher / rental assistance basis and location of the program (headquarters) is not reflective of where people are living.

|                              | <u>Total Bed Capacity</u> | <u>Occupancy</u> | <u>Utilization Rate</u> |
|------------------------------|---------------------------|------------------|-------------------------|
| Rapid Re-housing             | 290                       | 290              | 100%                    |
| Permanent Supportive Housing | 722                       | 577              | 80%                     |

All RRH units are fully utilized and the wait list to receive RRH services is long, as of April 1, 2022, there were 817 people enrolled and waiting for placement through RRH. Actual enrollments in RRH are lower somewhat lower than indicated by the HIC data, which measures “beds,” inclusive of all individuals housed within a family unit. The SJCoC HMIS report shows approximately 150 enrollments in RRH programs in January 2022. Similarly, it reports approximately 450 enrollments into permanent supportive housing, somewhat lower than the bed count described by the HIC. Approximately 270 individuals are enrolled and waiting for placements in permanent supportive housing. It is also likely that some of the capacity counted and reported through the HIC in January was pending a grand opening of a housing development at the time of the count, and while underutilized at the time is now more fully subscribed.

## Service Utilization, Findings from a Survey of Unsheltered Individuals

In 2021, the United Way of San Joaquin conducted a survey of 243 unsheltered individuals in San Joaquin County, among which 51% were residing in Stockton at the time the survey was taken. The survey, designed with the assistance of the University of Pacific (UOP) Center for Business and Policy Research and the San Joaquin County District Attorney's Office Research and Planning Unit, followed a scripted 15 minute interview to learn more about how people came to be homeless, the services they utilize, experiences on the streets, and how they describe their own health and wellbeing. The survey was administered by United Way with the assistance of the San Joaquin County Office of Education – who placed the survey on a mobile application – and with the volunteer efforts of UOP students and Salvation Army staff to conduct the survey. Survey participants were compensated with a \$20 gift card in honor of their time and generosity in sharing their stories. Data was compiled by the San Joaquin Data Co-Op. A full report is pending and is due in late summer 2022.

In the survey, people living on the streets talked candidly about their experiences and decisions to stay unsheltered. Many respondents had utilized shelter services on occasion (53% of survey participants) and indicated a myriad of reasons for not using shelters with more regularity. The most frequent issues described included past "bad experiences" or a feeling of being "not welcomed." For people that had never used shelter services, reasons ranged from "not able to bring pet" (24%); "not able to be with partner" (14%); and "safety concerns" (14%). Among those interviewed 34% have at least one pet, and many have two or more pets. Many respondents (39%) also reported having a spouse, partner, or friend that they trust who is usually with them.

Additionally, preliminary findings from the data suggestions:

- 86% receive hot meals from a church program or dining room and 50% get meals frequently.
- 57% are CalFresh recipients (food stamps) and 64% get groceries from food pantries.
- 82% get hygiene supplies and other necessities from homeless outreach workers.
- 76% have health insurance and 55% have a doctor or clinic they go to if sick or hurt.
- 53% slept in encampments, 26% slept on the street, and 20% slept in a car during the past week.

Critically, many of those interviewed reported long stretches of homelessness, and discussed their frustration and hopelessness in ever finding a permanent place to live (Figure 2).

*Figure 2. About how long have you been homeless? (n=243)*

### Length of Time Homeless



Source: 2021 United Way of San Joaquin Encampment Outreach Study

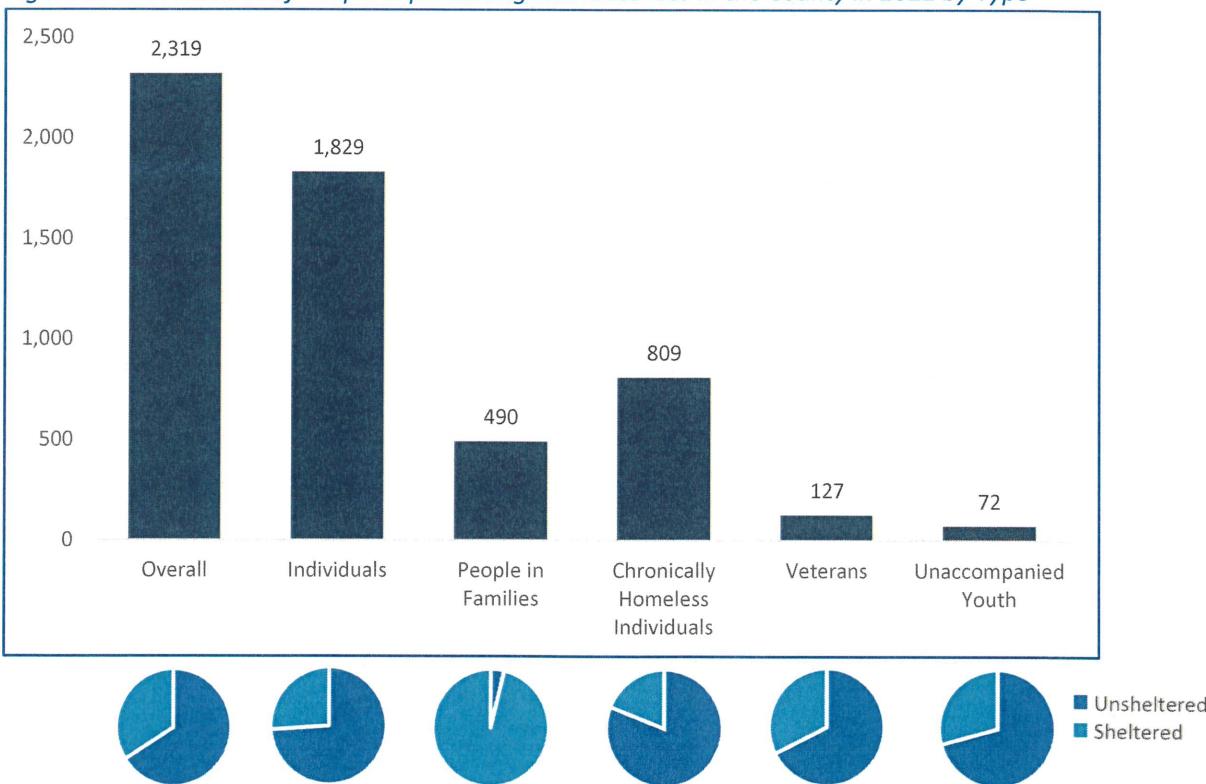
## Point in Time Count of People Experiencing Homelessness

### Findings from the Countywide PIT Count

The SJCoC 2022 PIT Count identified 2,319 individuals experiencing homelessness in the County on the day of the count. Over half (58%, n=1,355) were in unsheltered locations such as on the street, in abandoned buildings, or in other places not suitable for human habitation, and 42% (n=964) were in sheltered locations—emergency shelters or transitional housing programs. The majority (79%) were individuals, and the rest were people living in families with children. Among the individuals counted, 72 were unaccompanied youth (people under the age of 25 experienced homelessness on their own) and 127 were veterans. There were 809 individuals experiencing chronic homelessness in the County during the 2022 PIT Count, representing 35 percent of the homeless population. Over 80 percent of individuals experiencing chronic homelessness in the County are unsheltered (Figure 3).

**Point in Time Count:** HUD requires CoCs to conduct an annual local needs assessment in the form of a Point-In-Time (PIT) Count. The PIT Count identifies the number of individuals and families experiencing homelessness on a single day each January. PIT Counts provide a snapshot of the extent and composition of homeless populations in their regions. In even numbered years, the count is comprised of people in shelters. In odd numbered years, the count includes both sheltered and unsheltered individuals. Unsheltered individuals are counted by canvassing encampments and locations frequented by homeless populations.

*Figure 3. Total Number of People Experiencing Homelessness in the County in 2022 by Type*

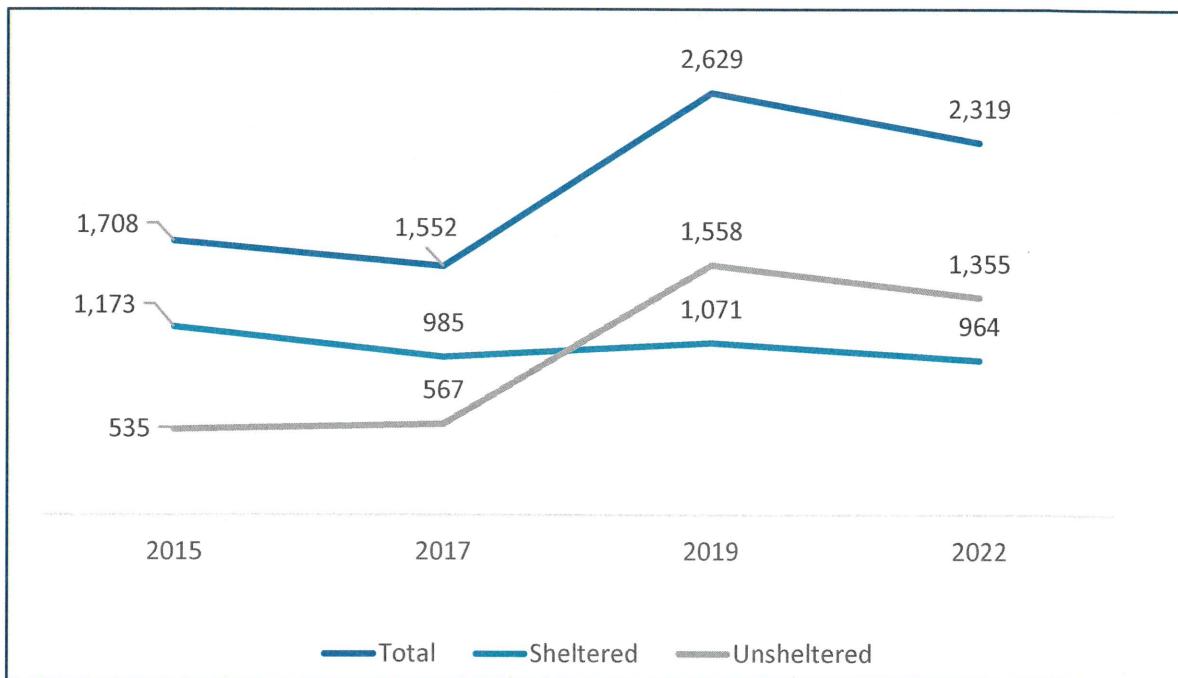


Source: 2022 SJCoC PIT Count

### Trends in PIT Count of Persons Experiencing Homelessness

Figure 4, below, shows the PIT Count trend in homelessness in the County since 2015. Interpreting the year-to-year increases or reductions in homelessness is difficult due to significant changes in counting methodology of unsheltered homeless in both 2019 and 2022.<sup>iv</sup>

*Figure 4. PIT Count of People Experiencing Homelessness in the County by Year*



Source: 2015 & 2017 CA-511 HUD PIT Report; 2019, 2022 SJCoC PIT Count

Unsheltered homelessness rose rapidly between 2017 and 2019. Whereas most persons experiencing homelessness were sheltered in 2017, by 2019 the majority were unsheltered (Figure 2). The gap between sheltered and unsheltered persons remains relatively consistent from 2019 to 2022 (59% and 58%, respectively). Notably, there appears to be slight decline in the total number of people counted as homeless between 2019 and 2022, though additional data is needed to verify this finding. Additional key findings include:

- While nationally the number of veterans experiencing homelessness is declining, and some states and communities have reached functional zero for veteran homelessness, the percentage of persons experiencing homelessness who are veterans in the County remains relatively unchanged from the PIT Count in 2019 to 2022 (6% of total homeless in 2019 and 2022).
- The percentage of individuals experiencing chronic homelessness has increased from 27 percent in 2019 to 35 percent in 2022. This means that more people experiencing homelessness stay unhoused for longer periods of time.



## City of Stockton PIT Count Findings

Stockton is the largest city in the county and the hub for many available services. As expected, most people counted as homeless through the PIT are located in Stockton (1,370 or 59%). The general trends of homelessness presented for the County above can be considered a close representation of the picture of homelessness on a single day in January in Stockton. Key findings in reviewing City specific data, include:

- Seven percent of individuals experiencing homelessness in the City were veterans (92 out of 1,370); 36 percent were experiencing chronic homelessness (491 out of 1,370), and 4 percent were unaccompanied youth (53 out of 1,370), similar to County trends.
- Persons who are Black or African American are overrepresented among individuals experiencing homelessness in Stockton—comprising 28% of the City's homeless population and 12% of the City's population.
- While 44 percent of Stockton residents identify as Hispanic/Latino, this group makes up 31 percent of the City's homeless population.
- Like the county, the state, and the nation, more males experience homelessness in Stockton than females (66% versus 34%).
- Just over one quarter (27%) of individuals experiencing homelessness in Stockton reported having a significant mental illness and the same percentage reported having a substance use disorder.

## Feedback from Stakeholders

In March 2022, several discussions were held to gather input on how best to prioritize HHAP Round 3 funds. Commonalities and key priorities emerged in all groups, though the discussions with persons with lived experiences focused more on immediate service and housing needs and less on systems and capacity building activities. The need for affordable permanent housing and permanent supportive housing was identified as the overwhelming priority, especially for those with medical and behavioral health concerns.

### ***"This is a completely under-resourced system"***

Most of those interviewed strongly believe that the PIT Count, HMIS and CES were foundational to a successful system, but believed these systems supports lack sufficient funding, staffing, and resources to adequately meet expectations. Many recommended critical improvements to the fledgling service system. Specifically, that the HMIS was complicated and underutilized, and that outreach, training and support should be conducted to ensure that all services were counted in the system; the CES needs to be more robust, and people need to be educated in accessing it; and the next PIT Count needs to be better organized, standardized, and funded.

### ***"We don't need more strategy; we need more resources"***

People working in the homeless services system are pleased about the numerous people willing to work together to make change and excited about the new state and federal funding opportunities on the horizon. Although there are pockets of coordination and collaboration, the entire system is missing an overarching accountability structure. Better leadership and coordination on funding opportunities was



mentioned by several individuals. There is a sense that the CoC should be better organized with a more focused board and a narrower set of expectations and responsibilities for board members. Many stakeholders recommended dedicated staffing for the CoC, especially as it pertains to financial accountability, project monitoring, and coordination of effort across the all-volunteer committees.

#### ***"We need housing above all"***

*Increase availability.* Waitlists for housing support can exceed two years, and once a housing voucher or rent support is made available, there are still no units within an affordable price range or willing to accept them as tenants. Service providers felt that in order to move people out of homelessness and into housing, the system will need to control a larger supply of housing. Under the current rental market, with a less than 2 percent vacancy rates, programs are paying costs significantly above market rents to house homeless individuals.

*Case management to address client needs.* Individuals and families need more programming about how to manage and maintain housing, and how to break the barriers to obtaining housing. There is broad agreement that it is a misconception that persons experiencing homelessness do not want to work, though many experiencing homelessness said that lack of water for basic hygiene makes seeking and maintaining employment difficult. Overall, participants recommended more supports to prepare (including training programs), search, and apply for jobs.

*Ensure the type of housing meets the unique needs of clients. "Safety, affordability, and stability"* Both adults and youth stated that the type of housing offered was less important than having long-term, stable, affordable, and safe housing that is located close to services and resources. Individuals were willing to consider co-housing situations as long as they had their own room with a door that locks to ensure their safety and the security of their belongings. Housing providers additionally noted the need to be innovative around the types of housing and encouraged thinking beyond typical single-family houses and apartments (i.e., tiny homes, renting rooms, converting unused hotels and motels to housing, pods, and individual and efficiency units, like dorms).

#### ***"We have to choose between being separated, but sheltered; or together, but unsheltered"***

*Decrease barriers to access.* Shelters should have sufficient capacity to accommodate the need. Shelters were perceived as being often full and being selective in determining who can stay. Couples with no children described choosing between living apart in a shelter or living together on the street. Stakeholders felt that shelters were underfunded and needed larger facilities and more staff. Some participants described frustration at how long it takes to get help, reporting that they had been in shelters for so long, they had given up on getting help. In response, participants recommended that housing navigation services should be located within the shelters, not at an agency across town. Additionally, youth recommended separate shelters for adults and youth.

*Safe parking and camping are needed to provide some stability and personal safety.* Safety and stability were two of the major concerns of individuals with experience living on the street. Many had seen individuals, or were themselves, severely injured by automobile hit and runs, freezing weather, and violent crimes, including sexual assault. Harassment from the police were also cited as an additional danger. Stakeholders described the difficulties entailed in constantly having to move their camp site, especially for people with disabling health conditions. Participants described forced moves from areas



of (relative) safety to more precarious locations or further from needed services. They expressed a need for a fenced area to be left alone to sleep. With the lack of housing, many unsheltered persons expressed an aspirational goal of saving money to get an RV and expressed a need for a safe, monitored place to park.

*Scarce opportunities for youth experiencing homelessness.* Youth and young adults interviewed were exuberant in their praise of a few service providers with special expertise in working with youth. However, youth were more critical of other agencies without a similar mission. Some participants expressed a sense that mainstream service providers “weren’t interested in helping” youth and that there was a bias or prejudice against them that made the process more difficult. Access to therapy and mental health services was described as pivotal and participants recommended incorporating behavioral health interventions in all youth serving programs.

The SJCoC Youth Action Board identified a workforce capacity need around cultural competency. Specifically, that funds be made available for required and specific, trauma informed trainings to address the inequities, disparities and dynamics of youth experiencing homelessness. They also stated the need for additional program monitoring to ensure service providers are meeting program objectives and adhering to practice guidelines, including those focusing on addressing trauma and disparities.

Finally, youth with lived experiences in homelessness suggested that youth be given priority for housing, due to their vulnerabilities, lack of credit, income, and rental histories. They suggested that transitional housing programs would allow youth to live safely while building credit and housing histories.

## Achievements: New and In the Pipeline

In the two years since the 2020 Strategic Plan was adopted, collaboration between public and private organizations involved in plan development has resulted in notable accomplishments.<sup>v</sup>

### Expanding Housing Opportunities

Some of the new Stockton-based, permanent housing projects for homeless individuals, recently developed or in the pipeline, include:

- *Town Center Studios:* In 2020, the City approved \$4.2 million in match funds for a motel conversion project jointly developed by STAND Affordable Housing and Central Valley Low Income Housing. The resulting project, Town Center Studios, has 20 rehabilitated units with an additional 20 units in development.
- *Crossways Residences:* The City has partnered with the Housing Authority of San Joaquin and County Behavioral Health by providing strategic funding for 42 permanent supportive housing units for individuals with severe mental illness. Mental Health Services Act funds were also used in the rehabilitation and operation of the three housing facilities.
- *Sonora Square:* The City has partnered with the Housing Authority of San Joaquin and County Behavioral Health by providing strategic funding for a 37 unit apartment building to house people with serious mental illnesses who are struggling with homelessness. The project includes funding from California’s No Place Like Home program.



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- *Park Center Residences*: The Housing Authority has recently gained approval to begin construction of 51 housing units for people with serious mental illnesses in close proximity to the public library and other municipal services.
- *Calaveras Quarters Project*: An application to the State of California for Homekey Housing funds was recently approved with matching City and County funding. The project will convert a 121 room motel into 68 one-bedroom apartments for extremely low-income households and homeless youth.

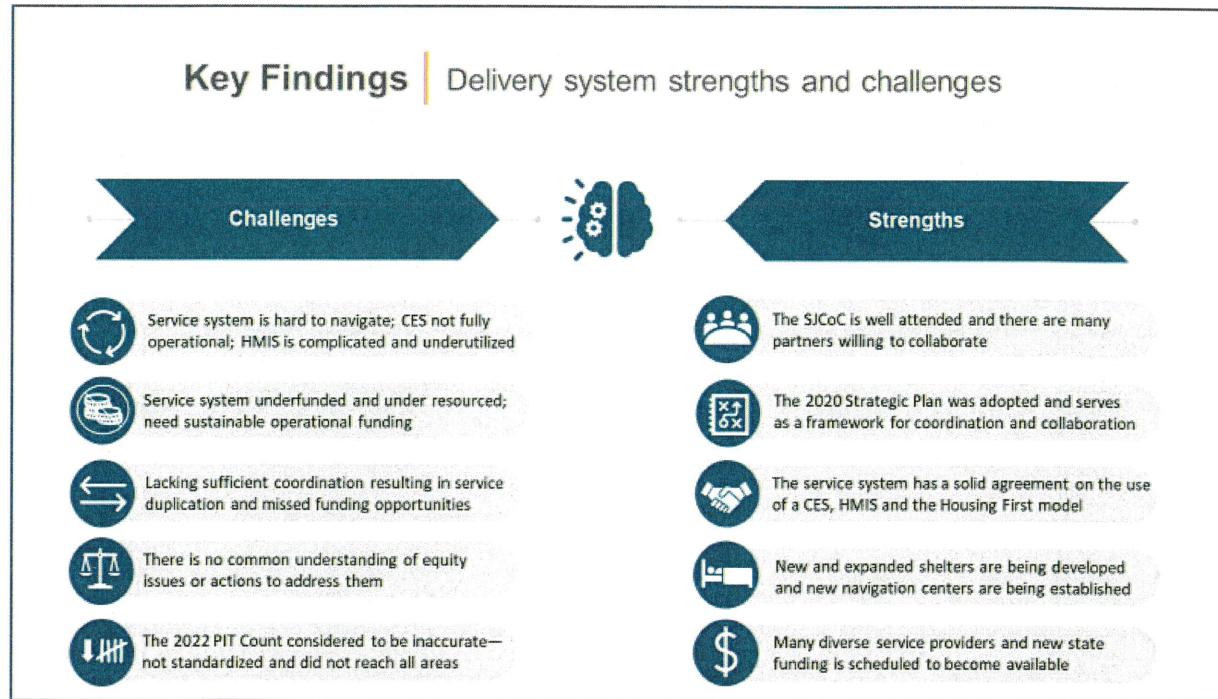
### Expanding Services

New and expanded service and supports are also being created throughout the City, including:

- *Progressive Housing*: Stockton Self-Help Housing and County Behavioral Health developed scattered-site Permanent Supportive Shared Housing facilities for over 60 individuals with severe mental illness who were homeless or at risk of homelessness. The City provided HHAP funding for additional services. Mental Health Services Act funds are used for operational costs.
- *Stockton Shelter for the Homeless (SSH)*: Stackable, modular units are currently under construction for Stockton Shelter for the Homeless. Upon completion, the facility will provide 180 new low-barrier shelter beds and a navigation center offering substance use disorder treatment services, mental health services, case management, and housing navigation services.
- *Navigation Services*: The City provided strategic funding to the Family Resource and Referral Center to update its 211 call center to better assist homeless individuals locate and access the services they need and support the development of a CES.
- *Assessment and Respite Center*: The City Economic Development Department and Police Department have partnered with Community Medical Centers and County Behavioral Health on the establishment of an Assessment and Respite Center for homeless individuals in need of mental health care, substance use disorder treatment (including medication-assisted treatment for opiates), and a safe place to stay during assessment and initial treatment. The Economic Development Department provided strategic funding for the facility and Stockton Police provides on-going referrals through its *Law Enforcement Assisted Diversion* program.
- *Homeless Outreach Team (HOT)*: Stockton Police and Fire Departments partner with a number of public and private organizations on a multi-agency HOT to ensure that homeless encampments were safe, to provide health care and behavioral health services, and to encourage individuals to move to shelters or housing. Partners include County Behavioral Health Services, Whole Person Care teams, Community Medical Centers, San Joaquin County District Attorney's Office, and County Public Health Services.

## Strengths and Challenges

### Delivery System Strengths and Challenges



The service system has many strengths. The SJCoC is well attended and there are many partners willing to collaborate. The 2020 Strategic Plan was adopted by every major city within the County and serves as a framework for coordination and collaboration.

Partners across the service system have solid agreement on the use of a CES, HMIS, and the Housing First model. There are many diverse service providers available and new state funding is scheduled to become available. New and expanded shelters are being developed and new navigation centers are being established.

There are also a number of challenges in the service system. Data shows that the workload is increasing and points to some opportunities for improvement. Homelessness increased 37 percent between 2015 and 2019. There was a large increase in the number of unsheltered individuals between 2018 and 2020, yet there is also a high vacancy rate at emergency shelters. Black or African Americans are disproportionately affected by homelessness.

The service system is complex with numerous services, all with their own eligibility requirements. The CES is not fully operational, and many find the system very difficult to navigate. The CES needs to be welcoming and responsive to youth and to disproportionately impacted populations.

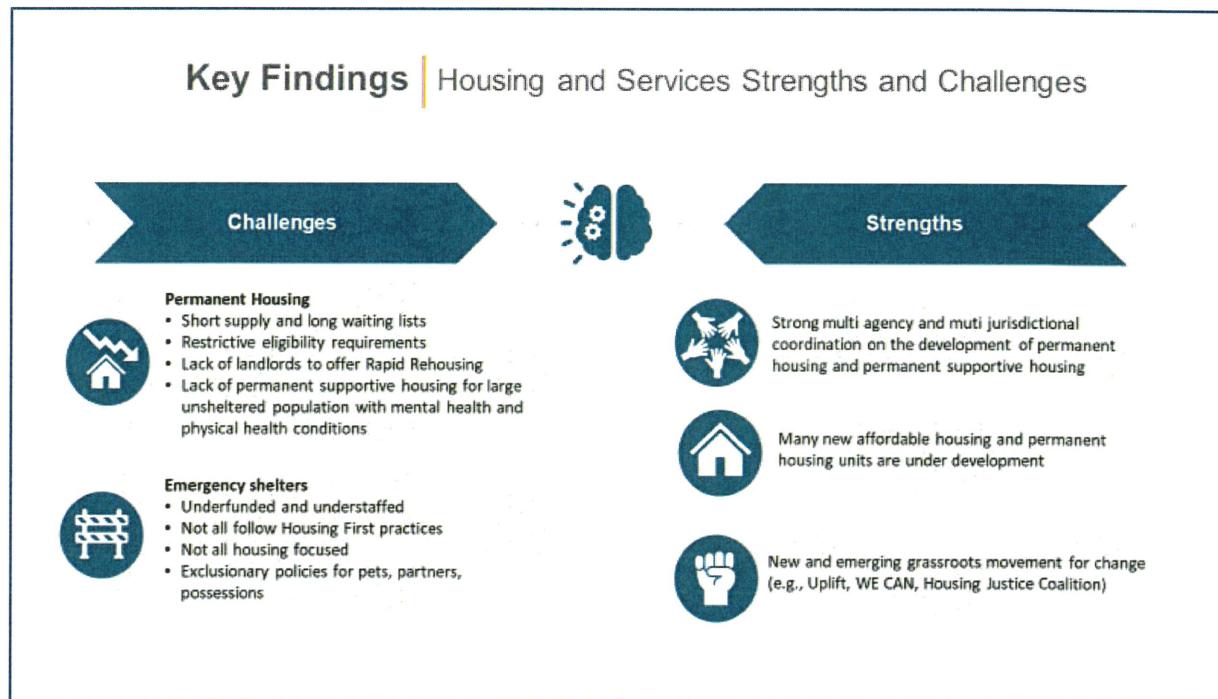
The service system is also underfunded and under-resourced. There is a need for sustainable long-term operational funding for homeless assistance activities. The HMIS is viewed as complicated, underutilized and needing higher levels of funding to produce quality data. The 2022 PIT Count widely thought to be inaccurate due to not being standardized and not reaching all areas. Service coordination could be



improved to reduce duplicate services. The region would benefit from better leadership and coordination around funding opportunities.

There is no common understanding of equity issues or actions to address them. The service system could benefit from additional discussions and workforce training in the areas of trauma and cultural competency.

### Housing and Services Strengths and Challenges



Similarly, the Housing Service System has many strengths. There has been strong multi-agency and multi-jurisdictional coordination on the development of permanent housing and permanent supportive housing. Many new affordable housing and permanent housing units are under development. The public housing authority is active and engaged.

The challenges of the Housing Service System fall to both emergency shelters and to permanent housing. Emergency shelters are underfunded and understaffed. Not all shelters follow Housing First practices. There is a need for shelters that are clean, safe, allow people to live with their partners and pets, and have a place to store their possessions. Shelters would benefit from capacity building to address how to safely incorporate Housing First practices in their operations. The goal of emergency shelters should be to exit people to permanent housing, but only a very small percentage do.

Permanent housing is in very short supply and there are long waitlists. Many individuals are unable to access permanent housing due to restrictive eligibility requirements and qualifications. Rapid rehousing programs are facing challenges as landlords are no longer willing to rent to very low-income families and/or individuals that participate in subsidized housing assistance programs. There is a great need for permanent supportive housing due to the large proportion of unsheltered individuals with mental health and physical health conditions.



### 3. Resource and Investment Landscape

#### Types of Funding Allocated Towards Homelessness

Funds received by the City of Stockton, from both federal and state sources, are divided into two categories: One-time funds for special purposes and ongoing funds that can sustain operations. Currently, the City of Stockton is planning on using a variety of one-time funds for specific purposes. These include:

- *American Rescue Plan Act (ARPA)*: The City of Stockton is allocating nearly \$12 million in ARPA and \$6 million in HOME-ARP grant funds for projects to address housing and homelessness. Pivotal, these funds are being applied as matching funds for new affordable housing developments for extremely low-income households and as operational funds for low-barrier shelters and safe camping or parking projects.
- *Homekey Grants*: Homekey is a statewide initiative to rapidly expand housing for persons experiencing homelessness or at risk of homelessness. Competitive grant funds are available to develop a broad range of housing and/or to convert existing buildings into permanent housing. The City of Stockton has submitted three applications in partnership with local developers and community partners. The Round 1 submission was approved and creates 40 units of permanent supportive housing. Of the two other projects submitted for Round 2, one has been approved and one is conditionally approved. While Homekey brings in new resources, awards are conditional upon local match funding, the City of Stockton applied ARPA funds and HHAP Round 2 funds as matches to the planned projects.
- *Homeless Housing, Assistance, and Prevention (HHAP) Program Grants, Rounds 1,2, 3, and 4*: Established by the Legislature (AB 140), HHAP provides non-competitive grants to Counties, Continuums of Care, and the 13 largest California cities, including Stockton, in accordance with the number of homeless persons that are located in the community. Grants are slated to be released in four rounds and must be spent according to criteria established by the legislature. Stockton has received the first two rounds and is planning for the release of Rounds 3 and 4. This Homeless Action Plan is a requirement for Round 3 funding.

Starting in 2024-25, funding becomes less certain, and by 2027-2028, the only anticipated funding is through ongoing federal allocations via HOME, Community Development Block Grants, and Emergency Solutions Grants, for a total of approximately \$2.5 million. The availability of additional funds through renewed state and federal grant applications is likely, though not certain. Additionally, the State Legislature appears to be exploring mechanisms to create a permanent funding source for homeless and housing related projects across the state, including a slate of new measures proposed for the November ballot that could increase state tax revenues.

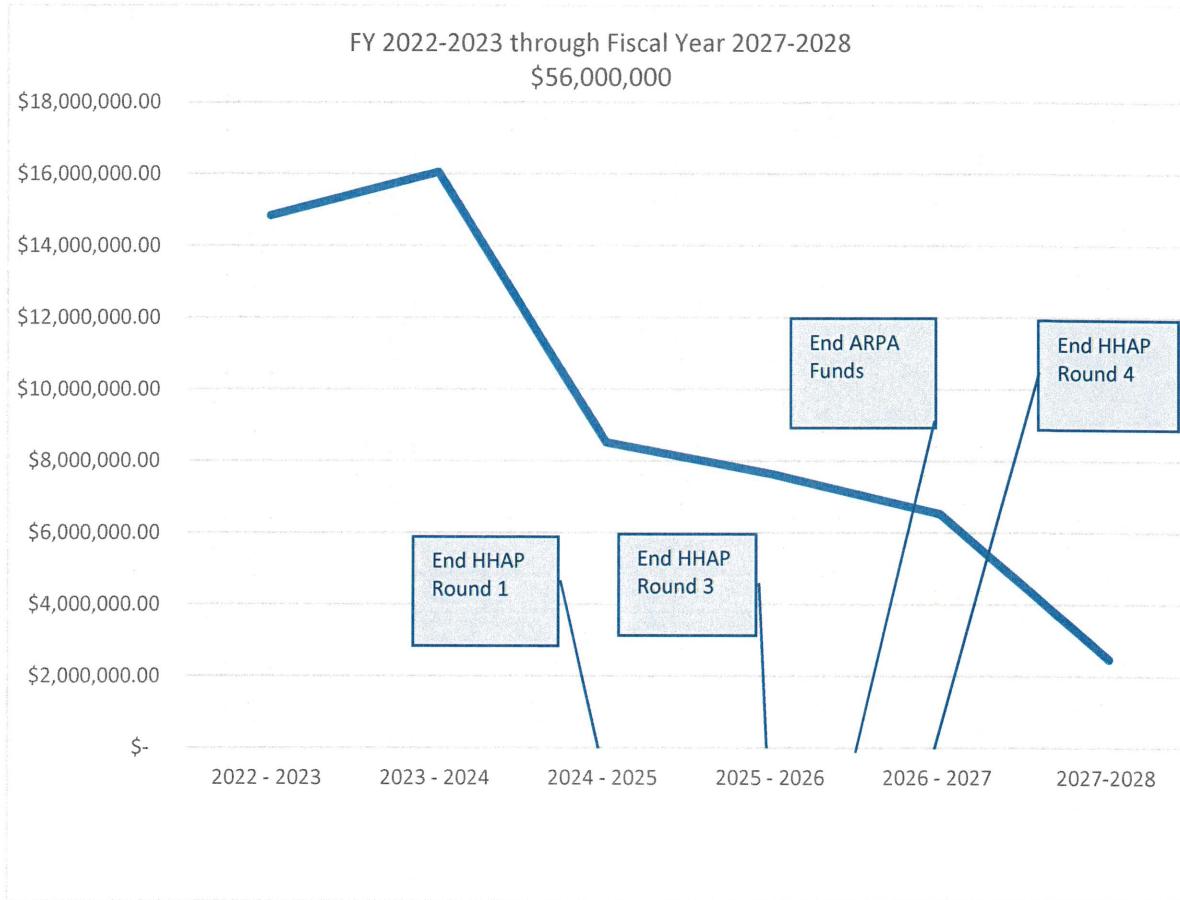
#### Planned Revenues and Expenditures: July 2022 – June 2028

The figure below, shows only those revenues that are currently secured, meaning those revenues that are guaranteed to be received. With no additional revenues by 2027-2028, the only funds coming to the City to address homelessness are long standing federal funds, including federal HOME investment



partnership block grants, Emergency Solutions Grants (ESG), and Community Development Block Grants (CDBG). ESG and CDBG funds are primarily for emergency support services for homeless individuals, including food and meal programs, mobile outreach, and emergency tenant assistance to prevent homelessness. HOME block grants are used to stimulate affordable housing production.

*Figure 5. Secured Revenues, All Available State and Federal Funds*

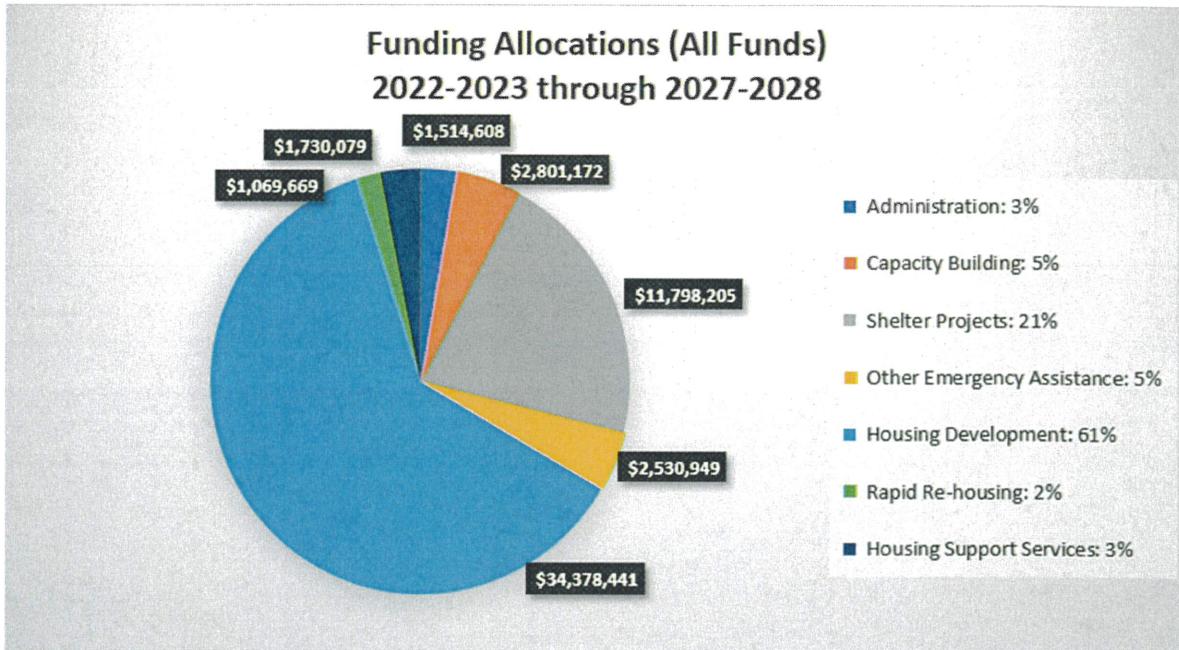


This Action Plan charts a course for the City as it contemplates both existing (secured) funds and any potential (anticipated) new revenues that may come in the future. As a framework the Action Plan looks to achieve the following:

- Meet the Vision, Directive, and Goals described in the Guiding Principles of Page 4.
- Achieve objectives through careful stewardship of available funds, and only commit to projects that can reasonably be sustained over time.

The multi-year Budget Guide, included in Section 5 below, charts a potential course for City expenditures given goals and objectives. Notably, the budget recommends that 61% of anticipated funding be directed to one-time housing development projects, another 5% of funds is allocated to short-term capacity building projects and \$2.3 million to shelter construction. These projects, totaling nearly \$40 million, account for a large portion of anticipated one-time funds.

Figure 6. Funding Plan, All Available State and Federal Funds



Of the remaining \$16 million in funding available over the next six years, \$12.7 million is allocated to shelter operating subsidies, tenant assistance, and emergency assistance. Of this amount over \$9 million is allocated to operating subsidies for new projects (both shelter expansions and a safe camping or parking site) and must be spent within five years, or by the end of FY 2026-2027. This provides an annual allocation of \$1.8 million to contribute to operations for existing, as well as the 300+ planned new low-barrier shelter beds and approximately 50 safe camping or parking sites.

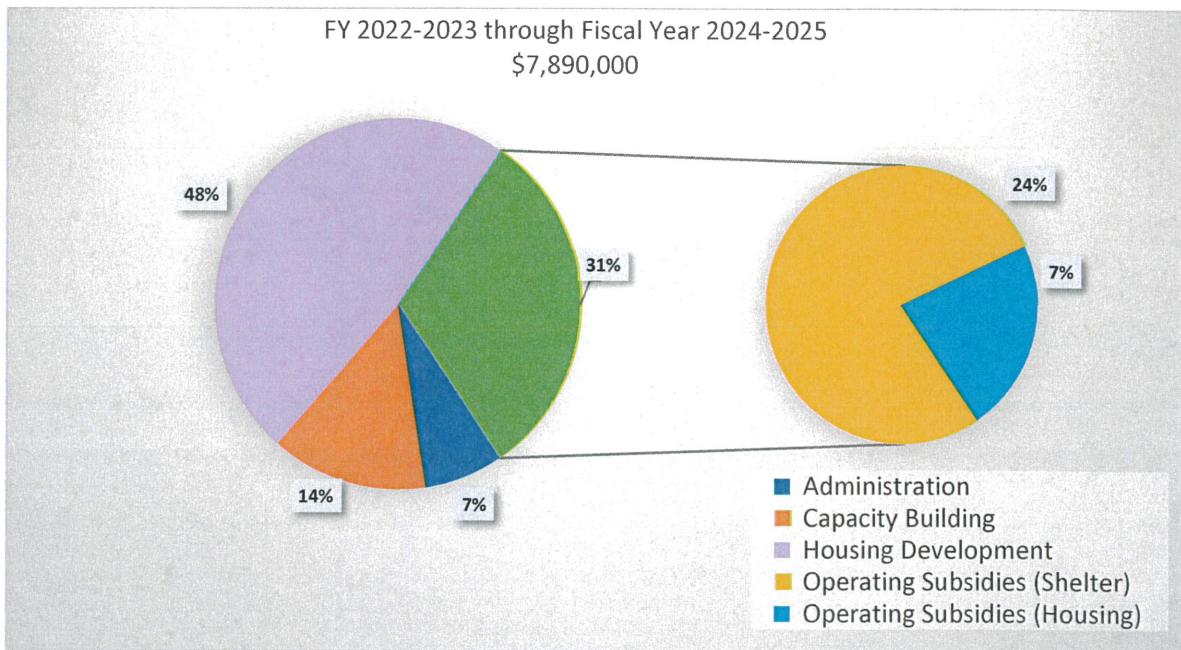
- Allocated funds are insufficient to meet shelter projects as scoped.
- This Action Plan does not identify funds to sustain shelter operations over time.

The City anticipates that new sheltering and camping projects alone will likely require \$6 million in dedicated funding, annually, to sustain operations. Though funding is not identified at this time, the City is making every effort to work in partnership with regional partners, community leaders, and program staff to develop a long-term sustainability plan for emergency sheltering projects.

### HHAP Budget Summary

New allocations of Homeless, Housing, Assistance, and Prevention program funds are anticipated in 2022 and 2023. These funds must be spent by June 2025 and 2026, respectively. Each funding Round will bring \$7.9 million dollars to the City for a total of just under \$16 million. Consistent with broader funding objectives, the largest proportion of HHAP funds is allocated toward housing development. Clear recommendations from the State of California, echoed consistently by program stakeholders and people with lived experiences encouraged this investment in the development of permanent housing solutions to enable exits out of homelessness. Recommended allocations for HHAP funds are as follows:

Figure 7. HHAP Round 3 Allocations



Finally, it is recommended that the HHAP Round 4 funds be applied consistent with the funding plan for HHAP Round 3 and as described in this Action Plan.

Additional information about the goals and strategies and how resources will be invested is included in the following section.

#### 4. Action Plan: Goals and Strategies

The following sections describe the measurable objectives and outcomes goals adopted by the City, in coordination with the collaborative applicant, to address homelessness within the City and to drive results across the region. The specific outcome goals listed below are reasonable and feasible targets based on planned City investments. Baseline metrics, adopted from HDIS data, are for the region as a whole. Targeted reductions or increases represent the City's anticipated contribution to the regional effort. A detailed, and actionable set of strategies follows. Strategies are framed within the context of the larger strategic plan goals and include detailed information about the current status of the efforts to meet plan goals and planned activities through upcoming HHAP allocations, as well as other state and federal funding. This report concludes with a budget chart showing all current and anticipated expenditures, by funding source, to achieve the City's outcome goals.



## Measurable Objectives

### *Outcome Goal 1A: Reducing the number of persons experiencing homelessness.*

↓ Reduce 5%

Baseline: The annual estimate of the number of people accessing services who are experiencing homelessness for San Joaquin County is 8,034, according to HDIS data from the State of California.

Approach: Through local investments, the City of Stockton anticipates up to 200 units of affordable housing and 50 units of permanent-supportive housing will be developed. It is anticipated that each unit will house 1-2 people for an average of 1.6 persons per unit. This will reduce the number of people experiencing homelessness by approximately 400 individuals, or 5% of 8,034.

### *Outcome Goal 1B: Reducing the number of persons experiencing homelessness on a daily basis.*

↓ Reduce 15%

Baseline: The daily estimate of the number of people experiencing unsheltered homelessness in San Joaquin County is 1,558, according to HDIS data from the State of California.

Approach: The City of Stockton is working with program partners to open over 300 new low-barrier shelter beds. On a daily basis it is anticipated that 240 additional individuals will be accessing shelter services, or 15% of 1,558.

### *Outcome Goal 2: Reducing the number of people who become homeless for the first time.*

↓ Reduce 5%

Baseline: The annual estimate of the number of people who become homeless for the first time in San Joaquin County is 3,520, according to HDIS data from the State of California.

Approach: Recent City investments of over \$40 million in rental assistance funds may contribute to lowering first-time homelessness within the County. Additionally, the City will continue to maintain rapid re-housing programs and support fair housing advocacy organizations to help tenants resolve situations and prevent evictions.

### *Outcome Goal 3: Increasing the number of people exiting homelessness to permanent housing.*

↑ Increase 18%

Baseline: The annual estimate of the number of people exiting homelessness and into permanent housing throughout San Joaquin County is 833, according to HDIS data from the State of California.

Approach: As discussed above, 200 units of new affordable housing targeting homeless individuals are in development. It is anticipated that most individuals who occupy the new units will be homeless, either unsheltered or living in temporary accommodations or shelters, immediately prior to occupancy.

*Outcome Goal 4: Reducing the length of time persons remain homeless.*

## ↓ Reduce 10%

Baseline: On average it takes 72 days between enrollment into street outreach, emergency shelter, transitional housing, safehaven projects and move-in for persons entering rapid rehousing and permanent housing in San Joaquin County, according to HDIS data from the State of California.

Approach: Through investments in the CES and HMIS, the City hopes to streamline processes and quickly move people into housing. More critically, the City seeks to reduce the proportion of people who report being homeless for five or more years from 26% to 20%.

*Outcome Goal 5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.*

## ↓ Reduce 2%

Baseline: Currently, 10% of those housed in permanent housing throughout San Joaquin County return to homelessness, according to HDIS data from the State of California.

Approach: The City anticipates completion of several permanent supportive housing units within the next few years, adding 50 new PSH units to the community. These units are paired with mental health case managers who work intensively with clients to manage medications, control behaviors, and stabilize within their homes. With intensive case management and support it is anticipated that more individuals will successfully maintain their housing. Additionally, the City is committing \$200,000 annually to housing providers for onsite case managers and other operating supports as needed to help newly housed tenants stay securely in their homes.

*Outcome Goal 6: Increasing successful placements from street outreach.*

## ↑ Increase 1000%

Baseline: Annually, the State estimates that only 2 people served by street outreach projects exit to emergency shelters, safe havens, transitional housing, or permanent housing destinations. Local stakeholders are confident that this figure is an undercount.

Approach: Through funding investment in the HMIS data system, the City anticipates that the number of outreach organizations entering complete service and outcome data into the HMIS will increase. Correspondingly, the City anticipates that at least 200 people annually will be referred to shelters or other housing programs by outreach teams.

## Goal 1: Establish a Coordinated and Engaged Regional System of Care

Strategy 1.1: Establish a Cross-jurisdictional Effort to Create Shared Processes to Access Funding Streams, Identify Community Priorities, and Coordinate the Countywide Homeless System of Care

Strategy 1.2: Improve Data Collection, Measurement, and Analysis

Strategy 1.3: Educate and Engage the Community

### Capacity Building

#### A. Participate in regional efforts to build a homeless system of care

Current status: The City participates in a range of regional collaborations to build a system of care with representation on the governing board of the San Joaquin Continuum of Care and most of its committees. The City also works in strategic partnerships with other local municipalities and the County of San Joaquin on various committees and initiatives to address issues pertaining to housing, economic development, youth services, and other areas pertinent to preventing homelessness and maintaining housing.

Planned Actions: Continue participation in regional collaborations and initiatives. Procure technical assistance as needed.

#### B. Strengthen City policies and practices to optimize performance-based distribution of City funds

Current status: The City is committing to three major approaches to funding: 1) a commitment to equity; 2) a commitment to Housing First principles; and 3) a commitment to using performance measures to manage grant funded activities and achieve desired results. Additional work is needed to optimize City policies and practices around the distribution and review of funds and to ensure that City policies align with desired objectives and best practices.

Planned Actions: The Economic Development Department will oversee the distribution of homeless and housing grant funds and work in collaboration with the City Manager's Office, the City Attorney, and other departments to review policies and make recommendations.

#### C. Support local organizational capacity building

Current status: Equitable access to housing and resources for everyone experiencing homelessness remains a major concern. At the forefront of the issue are the experiences of single black or African American men who are disproportionately homeless, homeless for longer periods of time, and make up a larger number of those homeless than their counterparts. There are many others that have difficulties getting services and supports including youth, veterans, those with English as a second language, those fleeing violence and abuse, and those with multiple co-existing health and/or behavioral health issues.

The City is working to promote grassroots organizations and emerging neighborhood solutions to address homelessness within communities that are disproportionately experiencing homelessness. Focus group findings include numerous stories of people reaching out for assistance and not getting the support or information necessary to get



assistance in a timely manner. The vision of the coordinated entry system is that there is *no wrong door* for entry; correspondingly there needs to be more places, opening more doors, in ways that are familiar, welcoming, and understood by the people seeking assistance.

Another concern is the lack of available affordable housing in diverse communities. There needs to be access to housing in locations people feel comfortable, near extended family members, and in locations where they have the social supports to be successful.

Community based organizations and service providers are interested in developing agency capacity to scope, develop, and manage housing projects. By investing in local organizational capacity building, the City can help incubate the next generation of housing developers in the region.

**Planned Actions:** The City will invest in organizational capacity building to enhance services and to support local non-profit housing development for underserved and inappropriately served homeless individuals through measures such as staff and executive trainings, technical assistance, fiscal sponsorship and incubator programs, and other efforts to promote the professional growth and capacity of organizations. Additionally, the City will continue to award contracts according to those proposals that best meets need, not lowest bid, for homeless services. It is the City's intention to recognize talent, experience (including lived experience), and capacity and it will look for organizations that have the best resources to meet needs and support a Housing First framework.

→ *Funding source: Homeless Housing Assistance Program Round 3, 4*

### Coordinated Entry

#### D. Invest in the development and maintenance of a coordinated entry system

**Current status:** A coordinated entry system is intended to provide a fair and easy way for homeless individuals and families to access emergency sheltering and housing resources. A newly developed CES system is piloting operations for placement into rapid re-housing and voucher based (rental assistance) programs. Over the next several years there is a strong interest in expanding the reach of the CES to include sheltering and permanent housing units.

**Planned actions:** The City of Stockton will match funding investments by the collaborative applicant into Coordinated Entry, up to an amount of \$30,000 annually for the purposes of program development and expansion, program staffing and operations, and program technical assistance for the development of policies, practices, and agreements in accordance with best practice and approved by the CoC.

→ *Funding source: Homeless Housing Assistance Program Round 3, 4*

### Point-in-Time Count

#### E. Invest in the development and implementation of a comprehensive point-in-time count methodology and survey analysis



Current status: The federally mandated Point in Time (PIT) Count of homeless individuals is widely regarded as critical for understanding the trends pertaining to the types of individuals and families experiencing homelessness. The infrastructure to organize, conduct, and analyze a PIT is extensive and unfunded; driven by volunteers and donations. This has resulted in inconsistent methodologies from year to year and as compared with other jurisdictions.

Planned actions: The City of Stockton will match funding investments by the collaborative applicant into point-in-time count processes, up to an amount of \$50,000 for the purposes of engaging and recruiting participants to assist in the count efforts, to develop and standardize the methodology, plan and coordinate site maps and survey routes, analyze and communicate results and findings as required by HUD, and develop a City specific analysis.

→ *Funding source: Homeless Housing Assistance Program Round 3, 4*

#### Data and HMIS

##### F. Strengthen City capacity to obtain and analyze data and information

Current status: The City is committed to using data analytics to inform decision making, provide public transparency, and promote good governance. The Office of Performance and Data Analytics (OPDA) was established in May 2020 for the purpose of driving integrated performance management across City departments. OPDA is working in close coordination with the HMIS Lead Agency to develop City specific data sets and analytics. Consulting and technical assistance may be procured through OPDA or other City departments to continue to develop and refine Stockton specific information as needed to enhance and support program services.

Planned Actions: Continue investments in the Office of Performance and Data Analytics.

##### G. Invest in the development and maintenance of the homeless management information system

Current status: The HMIS is managed by a lead agency with nominal funding sufficient to cover costs associated with licensing fees. Use of the HMIS has increased in recent years with the expansion of the homeless system of care. While some agencies enter data routinely and consistently, there remain concerns about utilization of the HMIS by others. Recent investments have led to the creation of an HMIS report and the development of new policies for the release of de-identified data to local governmental agencies for the purpose of planning and coordination of efforts.

Planned actions: The City of Stockton will match funding investments by the collaborative applicant into the HMIS system, up to an amount of \$30,000 annually for the purposes of hiring and maintaining dedicated staff to monitor and clean data coming into the HMIS system, train and engage new and continuing users, and to provide data analytics as approved through the SJCoC.

→ *Funding source: Homeless Housing Assistance Program Round 3, 4*



## Goal 2: Increase Access and Reduce Barriers to Homeless Crisis Response Services

Strategy 2.1: Expand Low-Barrier Shelter Capacity, Hours, and Services

Strategy 2.2: Invest in Prevention

Strategy 2.3: Improve and Expand Outreach and Engagement

### Shelter Operations

#### H. Invest in the development of low-barrier shelters

Current status: There are currently seven organizations operating 26 emergency shelters in the Stockton area, with two programs serving youth, five serving women and families, and 15 small scattered-site programs with five or fewer beds for special populations. Of the remaining four programs for single adults, two have high barriers and two have lower barriers to entry. The total bed capacity for Stockton area shelters is 554.

Planned actions: There are several sheltering projects in the planning and development phase. The Stockton Shelter for the Homeless plans an expansion of an additional 180 low-barrier beds and a navigation center. Prior HHAP funds have been allocated for construction. The Gospel Center Rescue Mission plans an expansion of 175 beds for a high-barrier sober living program. Prior County funds have been allocated for this purpose. The City of Stockton is also seeking to procure funding and an operator/developer for an additional 125 bed low-barrier program and a safe camping or parking site.

→ *Funding source: Homeless Housing Assistance Program Round 1*

→ *Funding source: American Rescue Plan Act*

#### I. Provide operating subsidies for Stockton area shelters

Current status:

The four projects described above will increase the total sheltering by an additional 500 beds, accommodating 80% of the individuals identified as experiencing unsheltered homelessness and cap out planned build-outs. With new shelters being developed in nearby cities it is anticipated that Stockton will cease to be a regional draw for homeless individuals to find resources and supports as more services become available across a wider portion of the County.

Planned actions: Provide operating subsidies for low-barrier shelters, safe camping or safe parking sites serving homeless individuals within the Stockton area. Provide operating subsidies for other shelters serving youth and young adults. Funding may be applied to maintenance and repairs to maintain the useful life of shelters. The City will request that shelter programs work with selected technical experts and capacity partners to ensure that low-barrier shelter programs are entering data into the HMIS, implementing best practices, and providing navigation and other supportive services for the purpose of obtaining permanent housing. All shelters receiving City funds for operations will be asked to submit a five-year Supportive Services Plan that describe anticipated revenues and expenditures (financial plan) and outlines how shelter program staff will work with clients to address



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barriers to housing using the principles of Housing First (operations and navigation). Support Services Plans should also include any agreements with partners agencies to address a broader range of health and safety needs of those who are homeless.

- *Funding source: Homeless Housing Assistance Program Round 3, 4*
- *Funding source: American Rescue Plan Act*

#### Tenant Assistance

J. Provide emergency rental assistance and tenant services to prevent evictions

Current status: The City received approximately \$40 million in federal Emergency Rental Assistance (ERA) Program funds to prevent COVID related evictions. Over the past two years, over 5,000 households have received assistance to stay in their homes, averting homelessness. Funding will be exhausted by the end of the 2021-2022 Fiscal Year.

Planned actions: Preventing homelessness is a critical strategy, however state and federal programs to prevent evictions are ending. The City will continue to seek and identify funding to provide rental assistance and prevent evictions.

In lieu of new state or federal resources for rental assistance programs, the City will focus on other prevention strategies, such as working with local neighborhood organizations to provide information about tenant's rights, tenant/landlord mediation services, assistance in benefit applications, and other services to promote financial and housing stability.

- *Funding source: Community Development Block Grant,*
- *Funding source: Homeless Housing Assistance Program Round 1*

#### Meet Basic Needs

K. Deliver food, hygiene, and other basic needs to unsheltered homeless individuals

Current status: The City provides operational support funds to various programs providing food, meals, hygiene, and other basic necessities for those that are homeless. The City is also upgrading the infrastructure of local public spaces with new self-cleaning restrooms that are accessible for all. Organizations that provide food, meals, and other basic needs, such as showers or laundry services for the homeless, are an integral component of the City's outreach and engagement strategy. Each contact is an opportunity to build rapport and gain trust in the individuals who are addressing people's needs, where they are at.

Planned actions: The City will continue its support of local organizations that conduct outreach and engagement to the homeless while meeting basic needs. This can include services that occur within local encampments, as well as activities that occur through a fixed location such as a meal program or programming designed specifically for youth and young adults. It is expected that programs enter contact data into the HMIS, implement best practices, and provide navigation and other services to link clients to shelters and housing.

- *Funding source: Community Development Block Grant*
- *Funding source: Emergency Solutions Grant*



## Goal 3: Ensure Households Experiencing Homelessness Have Access to Affordable and Sustainable Permanent Housing

Strategy 3.1: Increase Affordable Housing Stock for Vulnerable Adults, Youth, and Families

Strategy 3.2: Invest in Landlord Engagement, Navigation, and Incentives

Strategy 3.3: Provide Operating Subsidies to Promote Housing Stability

### Affordable Housing Development Grants

#### L. Affordable Housing Development

*Current status:* The City of Stockton is working to jump start a range of housing opportunities, including affordable housing for low and moderate income households and permanent housing reserved for those that are homeless. A diverse range of housing options is necessary for the economic health and wellbeing of the City. More housing opportunities are needed at all income levels, especially those that are affordable to low-and-moderate-income households. Too many households in Stockton are rent burdened, new units of all types will hopefully cool the rate at which rents are increasing.

Additionally, the City recognizes that market conditions alone will not result in housing for those that are homeless and perennially housing insecure. Partnerships with local developers to create more units for those that are very-low income and those that are supported through housing vouchers are necessary. Project Homekey, a State of California grant program, provides funding to build permanent housing for those that are homeless. Local match funds are an expected component of the Homekey application process, and the City understands that it is important to work in partnership with local developers to plan, prepare, and finance new housing opportunities.

Finally, it is well understood that housing development of any sort, including the renovations proposed through Project Homekey, take an enormous amount of time and resources. Put simply, the City cannot build its way out of a homeless crisis in a timely fashion. Therefore, in addition to housing development it is important to build a portfolio of existing properties that are available for housing people who are homeless. Over the past several years the City has invested in a range of landlord engagement programs to little effect. The majority of the rental subsidies approved for homeless individuals are unspent because landlords are unwilling to rent to those with poor credit histories and, potentially, a record of a prior eviction. The rental market is very strong, and landlords will choose the best possible candidate for tenancy. New strategies are needed to create a larger portfolio of available properties for lease by those that are experiencing homelessness.

*Planned actions:* The City will create a reserve fund for the delivery of permanent housing. Funds will be available as match grants for affordable and permanent housing grant



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applications. All City funded new affordable housing development have a homeless and at risk of homelessness set aside of 20%. Eligible uses of funds will include:

- Grants for acquisition of properties where the purpose of the project is to develop new or renovated affordable housing for individuals and families experiencing chronic homelessness who report earning 30% or less of area median income.
- Match funds for affordable housing development where the purpose of the project is to develop new or renovated affordable housing that can be leased to households at 60% or less of area median income.
- Match funds for permanent housing where the purpose of the project is to develop new permanent housing opportunities for people who are homeless or at chronic risk of homelessness who report earning less than 30% of area median income and who will likely require subsidies to remain housed.
- Grants for the multi-year lease of existing dwellings that will be sublet to those that are homeless with wraparound support services. Master lease projects can be for short-term rapid-rehousing rentals or for long-term permanent co-habitation homes for those experiencing chronic homelessness or other needs as suits the City's purpose. The purpose of the master lease program is to substantially expand the number of units controlled by landlords willing to accept and house those that are homeless. Grants for master lease housing programs will be paired with housing support services funds.
- Grants for housing specifically reserved for youth and young adults ages 24 and younger experiencing homelessness.
- Grants for housing specifically reserved for individuals or families fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking.
- Match funds for affordable housing development, where the purpose of the project is to develop new affordable housing stock that can be sold to households at 80% - 120% of area median income.

→ *Funding source: Homeless Housing Assistance Program Round 2, 3, 4*

→ *Funding source: HOME, HOME-ARP Program*

→ *Funding source: American Rescue Plan Act*

## Rapid Rehousing

### M. Rapid Rehousing Program

**Current Status:** The City has invested approximately \$785,000 in funding for rapid re-housing programs through Emergency Solutions Grant Funds and HHAP Round 1. While there are several years still remaining on the time to spend down the funds, recipients report trouble in spending funds as anticipated due to landlord reluctance to accept individuals and households deemed eligible for the program.

**Planned Actions:** The City will continue to monitor the funds allocated and the effectiveness of the local strategy. Rapid re-housing is widely acknowledged as being an effective strategy to reduce homelessness. Under rapid re-housing programs households experiencing homelessness, typically due to a financial crisis, are re-housed with rent subsidized for a brief period of time until the household can recover from their financial crisis and maintain



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housing on their own. Within San Joaquin County, the limited supply of rapid-rehousing units is primarily reserved for families with children.

- *Funding source: Homeless Housing Assistance Program Round 1*
- *Funding source: Emergency Solutions Grant*

#### Housing Support Services

- N. Provide operating subsidies in affordable or supportive housing units.

Current Status: People who are homeless have access to a range of existing entitlement programs available through County Health and Human Services Agencies, including Cal Fresh; general relief; CalWorks; and MediCal funded health and behavioral health care services. People with chronic and persistent illnesses and challenges will often be assigned a case worker to help them navigate benefit assistance and access available services.

City funding is intended to fill gaps not addressed through the public safety system by providing specific housing stabilization services for homeless individuals placed in permanent housing programs that do not otherwise have access to case management and housing stabilization services.

Planned Actions: Grant funds will be granted to permanent and rapid re-housing programs to provide housing case management services. Housing case managers are intended to help clients maintain their existing housing and to help them plan for their next housing opportunity. Typically housing case management includes education and training on landlord and housing expectations, assistance in developing a budget and financial plan and building a credit history, and assistance in developing employment skills, obtaining, and maintaining employment. For youth and young adults, additional skill building may also be required to prepare youth for independent living. All funding is tied to the delivery of permanent housing for homeless.

- *Funding source: Homeless Housing Assistance Program Round 3, 4*

## 5. Budget Chart Guide: FY 2020-2021 through FY 2027-2028

The Budget Charts on the following pages provide a guide for the City of Stockton in considering future use of funds. This chart is intended simply as a guidepost for grantmaking. Actual expenditures are anticipated to shift over the next six years as conditions evolve and new funding becomes available.

The charts also respond to a requirement of the California Homeless Coordinating and Financing Council to develop a Local Action Plan which “identifies all funds, including state, federal, and local funds, currently being used, and budgeted to be used, to provide housing and homelessness related services to persons experiencing homelessness or at imminent risk of homelessness, how funding serves subpopulations and what interventions are funded through these resources.”<sup>vi</sup>

Current and Draft Allocations: Future allocations may shift in response to needs as they arise.

**Goal 1: Establish a coordinated and engaged regional system of care**

| Strategies (in order listed)  | Funding Source           | Expenditures by Year |               |               |               |               |              | Total         |
|---|--------------------------|----------------------|---------------|---------------|---------------|---------------|--------------|---------------|
|   |                          | 2020 - 2021          | 2021 - 2022   | 2022 - 2023   | 2023 - 2024   | 2024 - 2025   | 2025 - 2026  |               |
| A. Capacity Building - staff and TA for regional partnerships and initiatives | HHAP 1 - Systems Support | \$ 75,000.00         | \$ 54,205.00  | \$ -          | \$ -          | \$ -          | \$ -         | \$ 129,205.00 |
| HHAP 3 - Systems Support  | \$ -                     | \$ 80,000.00         | \$ 80,000.00  | \$ 40,000.00  | \$ -          | \$ -          | \$ -         | \$ 200,000.00 |
| HHAP 4 - Systems Support  | \$ -                     | \$ -                 | \$ -          | \$ 40,000.00  | \$ 80,000.00  | \$ 80,000.00  | \$ -         | \$ 200,000.00 |
| B. Administration - staff and TA for grant and program management             | HHAP 1 - Administration  | \$ 52,218.00         | \$ 100,000.00 | \$ 100,000.00 | \$ 100,000.00 | \$ -          | \$ -         | \$ 452,218.00 |
| HHAP 3 - Administration   | \$ -                     | \$ -                 | \$ 138,132.00 | \$ 138,132.00 | \$ 69,066.00  | \$ -          | \$ -         | \$ 345,330.00 |
| HHAP 4 - Administration   | \$ -                     | \$ -                 | \$ -          | \$ 69,066.00  | \$ 138,132.00 | \$ 138,132.00 | \$ -         | \$ 345,330.00 |
| American Rescue Plan  | \$ 140,000.00            | \$ 200,000.00        | \$ 200,000.00 | \$ -          | \$ -          | \$ -          | \$ -         | \$ 540,000.00 |
| Emergency Solutions Grant   | \$ 20,658.00             | \$ 20,658.00         | \$ 20,658.00  | \$ 20,658.00  | \$ 20,658.00  | \$ 20,658.00  | \$ 20,658.00 | \$ 165,264.00 |
| HHAP 3 - Systems Support  | \$ -                     | \$ -                 | \$ 250,000.00 | \$ 250,000.00 | \$ 125,000.00 | \$ -          | \$ -         | \$ 625,000.00 |
| HHAP 4 - Systems Support  | \$ -                     | \$ -                 | \$ -          | \$ 125,000.00 | \$ 250,000.00 | \$ 250,000.00 | \$ -         | \$ 625,000.00 |
| HHAP 1 - Systems Support  | \$ 28,712.33             | \$ 57,424.67         | \$ 57,424.67  | \$ 57,424.67  | \$ -          | \$ -          | \$ -         | \$ 258,411.00 |
| HHAP 3 - Systems Support  | \$ -                     | \$ -                 | \$ 30,000.00  | \$ 30,000.00  | \$ 15,000.00  | \$ -          | \$ -         | \$ 75,000.00  |
| HHAP 4 - Systems Support  | \$ -                     | \$ -                 | \$ -          | \$ 15,000.00  | \$ 30,000.00  | \$ 30,000.00  | \$ -         | \$ 75,000.00  |
| American Rescue Plan  | \$ -                     | \$ 120,000.00        | \$ 120,000.00 | \$ -          | \$ -          | \$ -          | \$ -         | \$ 360,000.00 |
| HHAP 3 - Systems Support  | \$ -                     | \$ 50,000.00         | \$ 50,000.00  | \$ 25,000.00  | \$ -          | \$ -          | \$ -         | \$ 125,000.00 |
| HHAP 4 - Systems Support  | \$ -                     | \$ -                 | \$ -          | \$ 25,000.00  | \$ 50,000.00  | \$ 50,000.00  | \$ -         | \$ 125,000.00 |
| HHAP 3 - Administration   | \$ -                     | \$ 82,880.00         | \$ 82,880.00  | \$ 41,439.00  | \$ -          | \$ -          | \$ -         | \$ 207,199.00 |

|   |   | Expenditures by Year   |                        |                        |                        |                        |                        |                        |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                         |                 |  |
|---|---|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|-----------------|--|
|   |   | 2020 - 2021            |                        | 2021 - 2022            |                        | 2022 - 2023            |                        | 2023 - 2024            |                      | 2024 - 2025          |                      | 2025 - 2026          |                      | 2026 - 2027          |                      | 2027 - 2028          |                      | Total                |                         |                 |  |
| Strategies (In order listed)  |   | Funding Source         |                        |                        |                        |                        |                        |                        |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                         |                 |  |
| G. Homeless Management Information System   | HHAP 4 - Administration                 | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ 41,439.00           | \$ 82,880.00         | \$ 82,880.00         | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 207,199.00           |                 |  |
|   | HHAP 3 - Systems Support                | \$ -                   | \$ -                   | \$ 30,000.00           | \$ 30,000.00           | \$ 15,000.00           | \$ -                   | \$ -                   | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 75,000.00            |                 |  |
|   | HHAP 4 - Systems Support                | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ 15,000.00           | \$ 30,000.00           | \$ 30,000.00           | \$ 30,000.00         | \$ 30,000.00         | \$ 30,000.00         | \$ 30,000.00         | \$ 30,000.00         | \$ 30,000.00         | \$ 30,000.00         | \$ 30,000.00         | \$ 30,000.00         | \$ 30,000.00         | \$ 75,000.00            |                 |  |
|   | Emergency Solutions Grant               | \$ -                   | \$ -                   | \$ 14,500.00           | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 14,500.00            |                 |  |
| <b>Subtotal Expenditures for Goal 1</b>   |   | <b>\$ 176,588.33</b>   | <b>\$ 372,287.67</b>   | <b>\$ 1,053,594.67</b> | <b>\$ 1,039,094.67</b> | <b>\$ 839,092.67</b>   | <b>\$ 681,670.00</b>   | <b>\$ 681,670.00</b>   | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 681,670.00</b> | <b>\$ 4,864,556.00</b>  |                 |  |
| <b>Goal 2: Increase Access and Reduce Barriers to Homeless Crisis Response Services</b> |   |                        |                        |                        |                        |                        |                        |                        |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                         |                 |  |
| H. Shelter Improvements   | HHAP 1                                  | \$ 338,623.00          | \$ 1,000,000.00        | \$ 1,000,000.00        | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                    | \$ 2,338,623.00 |  |
| I. Operating Subsidies - Area Shelters  | HHAP 1                                  | \$ 99,000.00           | \$ 198,130.00          | \$ 198,130.00          | \$ 198,130.00          | \$ 198,130.00          | \$ 198,130.00          | \$ 198,130.00          | \$ 198,130.00        | \$ 198,130.00        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                    | \$ 891,511.00   |  |
|   | HHAP 3 - Operating Subsidies            | \$ -                   | \$ -                   | \$ 759,764.80          | \$ 759,764.80          | \$ 759,764.80          | \$ 759,764.80          | \$ 759,764.80          | \$ 759,764.80        | \$ 759,764.80        | \$ 759,764.80        | \$ 759,764.80        | \$ 759,764.80        | \$ 759,764.80        | \$ 759,764.80        | \$ 759,764.80        | \$ 759,764.80        | \$ 759,764.80        | \$ 1,899,412.00         |                 |  |
|   | HHAP 4 - Operating Subsidies            | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ -                   | \$ 379,882.40          | \$ 379,882.40        | \$ 379,882.40        | \$ 379,882.40        | \$ 379,882.40        | \$ 379,882.40        | \$ 379,882.40        | \$ 379,882.40        | \$ 379,882.40        | \$ 379,882.40        | \$ 379,882.40        | \$ 1,899,412.00         |                 |  |
|   | American Rescue Plan - Shelters         | \$ -                   | \$ -                   | \$ 1,028,571.40        | \$ 1,028,571.40        | \$ 1,028,571.40        | \$ 1,028,571.40        | \$ 1,028,571.40        | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 1,028,571.40      | \$ 3,600,000.00         |                 |  |
|   | American Rescue Plan - Camping          | \$ -                   | \$ -                   | \$ 600,000.00          | \$ 600,000.00          | \$ 600,000.00          | \$ 600,000.00          | \$ 600,000.00          | \$ 600,000.00        | \$ 600,000.00        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                    | \$ 1,800,000.00 |  |
|   | Emergency Solutions Grant               | \$ 92,500.00           | \$ 92,500.00           | \$ 92,500.00           | \$ 92,500.00           | \$ 92,500.00           | \$ 92,500.00           | \$ 92,500.00           | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00         | \$ 92,500.00            |                 |  |
|   | Community Development Block Grant       | \$ 75,000.00           | \$ 75,000.00           | \$ 75,000.00           | \$ 75,000.00           | \$ 75,000.00           | \$ 75,000.00           | \$ 75,000.00           | \$ 75,000.00         | \$ 75,000.00         | \$ 75,000.00         | \$ 75,000.00         | \$ 75,000.00         | \$ 75,000.00         | \$ 75,000.00         | \$ 75,000.00         | \$ 75,000.00         | \$ 75,000.00         | \$ 600,000.00           |                 |  |
|   | HHAP Round 1                            | \$ 89,324.89           | \$ 178,649.78          | \$ 178,649.78          | \$ 178,649.78          | \$ 178,649.78          | \$ 178,649.78          | \$ 178,649.78          | \$ 178,649.78        | \$ 178,649.78        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 803,924.00           |                 |  |
|   | Community Development Block Grants      | \$ 90,000.00           | \$ 90,000.00           | \$ 90,000.00           | \$ 90,000.00           | \$ 90,000.00           | \$ 90,000.00           | \$ 90,000.00           | \$ 90,000.00         | \$ 90,000.00         | \$ 90,000.00         | \$ 90,000.00         | \$ 90,000.00         | \$ 90,000.00         | \$ 90,000.00         | \$ 90,000.00         | \$ 90,000.00         | \$ 90,000.00         | \$ 720,000.00           |                 |  |
|   | Emergency Solutions Grant               | \$ 62,500.00           | \$ 62,500.00           | \$ 62,500.00           | \$ 62,500.00           | \$ 62,500.00           | \$ 62,500.00           | \$ 62,500.00           | \$ 62,500.00         | \$ 62,500.00         | \$ 62,500.00         | \$ 62,500.00         | \$ 62,500.00         | \$ 62,500.00         | \$ 62,500.00         | \$ 62,500.00         | \$ 62,500.00         | \$ 62,500.00         | \$ 500,000.00           |                 |  |
|   | Community Development Block Grant       | \$ 180,000.00          | \$ 180,000.00          | \$ 180,000.00          | \$ 180,000.00          | \$ 180,000.00          | \$ 180,000.00          | \$ 180,000.00          | \$ 180,000.00        | \$ 180,000.00        | \$ 180,000.00        | \$ 180,000.00        | \$ 180,000.00        | \$ 180,000.00        | \$ 180,000.00        | \$ 180,000.00        | \$ 180,000.00        | \$ 180,000.00        | \$ 1,440,000.00         |                 |  |
|   | <b>Subtotal Expenditures for Goal 2</b> | <b>\$ 1,026,947.89</b> | <b>\$ 1,876,779.78</b> | <b>\$ 3,236,544.58</b> | <b>\$ 3,265,115.98</b> | <b>\$ 3,265,106.98</b> | <b>\$ 2,288,336.20</b> | <b>\$ 1,774,050.60</b> | <b>\$ 500,000.00</b> | <b>\$ 17,232,882.00</b> |                 |  |

| Strategies (In order listed)             | Funding Source(s)      | Expenditures by Year   |                         |   |                                    |                         |                         | Total multi-year project budget |
|--|------------------------|------------------------|-------------------------|---|------------------------------------|-------------------------|-------------------------|---------------------------------|
|  |                        | 2020 - 2021            | 2021 - 2022             | 2022 - 2023                                     | 2023 - 2024                        | 2024 - 2025             | 2025 - 2026             |                                 |
| <b>L. Affordable Housing Development</b> |                        |                        |                         |   |                                    |                         |                         |                                 |
| HHAP Round 1                             | \$ 86,129.56           | \$ 172,259.11          | \$ 172,259.11           | \$ 172,259.11                                   | \$ 172,259.11                      | \$ 172,259.11           | \$ 172,259.11           | \$ 775,166.00                   |
| HHAP Round 2                             | \$ -                   | \$ -                   | \$ 1,000,000.00         | \$ 1,000,000.00                                 | \$ -                               | \$ -                    | \$ -                    | \$ 2,000,000.00                 |
| HHAP Round 3                             | \$ -                   | \$ -                   | \$ -                    | \$ 1,894,678.50                                 | \$ 1,894,678.50                    | \$ 2,000                | \$ -                    | \$ 3,789,359.00                 |
| HHAP Round 4                             | \$ -                   | \$ -                   | \$ -                    | \$ -  | \$ 1,894,678.50                    | \$ 1,894,678.50         | \$ 1,894,678.50         | \$ 3,789,359.00                 |
| HOME                                     | \$ 1,593,808.00        | \$ 1,760,529.00        | \$ 1,760,529.00         | \$ 1,760,529.00                                 | \$ 1,760,529.00                    | \$ 1,760,529.00         | \$ 1,760,529.00         | \$ 13,917,511.00                |
| HOME-ARP                                 | \$ -                   | \$ -                   | \$ 3,190,338.50         | \$ 3,190,338.50                                 | \$ -                               | \$ -                    | \$ -                    | \$ 6,380,677.00                 |
| Homekey Round 1                          | \$ 1,000,000.00        | \$ 2,000,000.00        | \$ 1,289,095.00         | \$ -  | \$ -                               | \$ -                    | \$ -                    | \$ 4,289,095.00                 |
| American Rescue Plan                     | \$ -                   | \$ -                   | \$ 3,025,000.00         | \$ 3,025,000.00                                 | \$ -                               | \$ -                    | \$ -                    | \$ 6,050,000.00                 |
| M. Rapid Rehousing                       | \$ 75,778.10           | \$ 151,556.20          | \$ 151,556.20           | \$ 151,556.20                                   | \$ 151,556.20                      | \$ -                    | \$ -                    | \$ 682,002.88                   |
| Emergency Solutions Grant                | \$ 102,500.00          | \$ 102,500.00          | \$ 102,500.00           | \$ 102,500.00                                   | \$ 102,500.00                      | \$ 102,500.00           | \$ 102,500.00           | \$ 820,000.00                   |
| N. Housing Support Services              | \$ 14,356.11           | \$ 28,712.22           | \$ 28,712.22            | \$ 28,712.22                                    | \$ 28,712.22                       | \$ -                    | \$ -                    | \$ 129,205.00                   |
| HHAP Round 3                             | \$ -                   | \$ -                   | \$ 220,788.40           | \$ 220,788.40                                   | \$ 110,394.20                      | \$ -                    | \$ -                    | \$ 551,971.00                   |
| HHAP Round 4                             | \$ -                   | \$ -                   | \$ -                    | \$ -  | \$ 110,394.20                      | \$ 220,788.40           | \$ 220,788.40           | \$ 551,971.00                   |
| Community Development Block Grant        | \$ 90,000.00           | \$ 90,000.00           | \$ 90,000.00            | \$ 90,000.00                                    | \$ 90,000.00                       | \$ 90,000.00            | \$ 90,000.00            | \$ 720,000.00                   |
| <b>Subtotal Expenditures for Goal 3</b>  |                        |                        |                         |   |                                    |                         |                         |                                 |
| <b>Total Planned Expenditures</b>        | <b>\$ 2,062,571.76</b> | <b>\$ 4,305,556.53</b> | <b>\$ 11,030,778.43</b> | <b>\$ 11,636,361.93</b>                         | <b>\$ 4,421,023.43</b>             | <b>\$ 4,068,497.90</b>  | <b>\$ 4,068,495.90</b>  | <b>\$ 1,953,031.00</b>          |
| <b>All Funding Sources:</b>              | <b>\$ 4,166,107.99</b> | <b>\$ 6,554,623.97</b> | <b>\$ 15,320,917.67</b> | <b>\$ 15,940,572,578,525,223,077,038,504.10</b> | <b>\$ 6,524,216,502,473,689.00</b> | <b>\$ 66,543,854.88</b> | <b>\$ 44,446,316.88</b> | <b>\$</b>                       |



## 6. End Notes

i Homeless Shelter Crisis: Who has and hasn't declared. Eric Escalante for ABC News 10. December 11, 2018. Retrieved from: <https://www.abc10.com/article/news/local/sacramento/homeless-shelter-crisis-who-has-and-hasnt-declared/103-62301346>

ii New Housing Fails to Make Up for Decades of Undersupply. Public Policy Institute of California, December 3, 2021. Retrieved from: <https://www.ppic.org/blog/new-housing-fails-to-make-up-for-decades-of-undersupply/>

iii Housing costs climbing: Stockton rent rose nearly 13% over last year. Aaron Leathley, for the Stockton Record. March 9, 2022. Retrieved from: <https://www.recordnet.com/story/business/economy/2022/03/09/how-much-rent-stockton-data-shows-rose-13-percent-in-2021-california-housing-market/9444582002/>

iv Prior to 2019, the County primarily counted individuals experiencing homelessness via connection events with some limited outreach to "known locations". In 2019, the County increased its volunteer participation by 1000 percent and conducted a primarily "known locations count". A count of the unsheltered populations in the unincorporated areas of the County and the Cities of Lathrop, Ripon, and Escalon was conducted in 2019. Counts in these communities were not conducted in 2022 due to lower than anticipated volunteer turn-out, related to high COVID rates in the community at the time of the count.

v The San Joaquin Community Response to Homelessness, San Joaquin County Strategic Plan, Impact Report 2020-2021. April 2022. Retrieved from: <http://www.sanjoaquincc.org/wp-content/uploads/2022/04/SJCoC-Strategic-Plan-Impact-Report-2020-2021.pdf>

vi Homeless Housing, Assistance, and Prevention Program Round 3, Notice of Funding Availability (NOFA). December 17, 2021, California Homeless Coordinating and Financing Council. Retrieved from: [https://www.bcsf.ca.gov/calich/hhap\\_program.html](https://www.bcsf.ca.gov/calich/hhap_program.html)