

### **Summary of Homelessness in the CoC, large city, or county**

Eligible applicants shall use the HUD Longitudinal System Analysis (LSA) and provide a summary of the data on demographics and characteristics of the homeless populations in the jurisdiction. CoCs shall make the LSA available to the large cities and counties. All applicants must submit an electronic copy of their LSA to HCFC. Large city and county applicants may also include additional information and data that is specific to the region they represent.

See attached.

### **Demonstration of regional coordination**

#### **A. Coordinated Entry System (CES) Information**

##### **For Large City and County applicants:**

##### **How do you coordinate with your CoC's CES?**

Representatives of San Joaquin County are active participants in the Board of Directors and Standing Committees of the CoC, including the CES Committee which provides oversight to the CES on behalf of the Board and Membership. San Joaquin County serves as the Collaborative Applicant of the CoC and has actively supported the CES through the provision of CESH funds.

##### **What, if any, are your jurisdiction's current challenges related to CES, and how do you plan to address these challenges?**

The greatest challenge we as a community face in operating an efficient and effective CES is the lack of sufficient capacity in shelter and services programs to meet the current demand. Expanding capacity through the implementation of funds like HEAP, CESH, PLHA and HHAP is our strategy to face down these challenges and make homeless rare, brief and non-recurring in the CoC.

##### **How do you promote the utilization of your CES? Specifically, what outreach do you conduct to ensure all individuals experiencing homelessness in your jurisdiction, including those with multiple barriers, are aware of the CES assessment and referral process?**

Because the HMIS is the foundation of our CES system, organizations that contribute information to the HMIS are automatically connected to the CES. Nearly every homeless services provider in San Joaquin County participates in and contributes data to the local HMIS. This allows for efficient and effective communication of the availability of assessment and referral services through CES for the sheltered homeless, as well as those seeking services through non-shelter programs such as St. Mary's Dining Room. For the unsheltered homeless, our CoC relies on multiple street outreach teams to ensure the unsheltered are aware of the availability of assessment and referral services through CES. Because of our local commitment to "No Wrong Door" and "Housing First", everyone presenting for services is able to access the CES regardless of originating organization or multiple barriers.

#### **B. Prioritization Criteria**

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

The primary assessment tool used to prioritize assistance for people experiencing homelessness is the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT). Criteria included in the VI-SPDAT include questions which will allow the assessor to determine an individual or families past history

of housing and homelessness, risk factors, socialization and functioning, wellness, substance use, etc. In combination with the HUD standard assessment, case managers at local shelters and non-shelter service providers can obtain a reasonably clear picture of the needs of the individual and provide a services plan tailored to those needs.

**How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?**

The HMIS is the foundation of our CES and utilizes the VI-SPDAT for prioritizing need. The VI-SPDAT has been validated as an effective tool in identifying those persons most in need of assistance by measuring a number of vulnerability factors. RRH and PSH projects within the CoC are committed to providing assistance based on need and work to identify appropriate housing solutions as quickly as possible. That commitment includes using VI-SPDAT as the primary assessment tool. Through the use of a standard assessment tool, organizations participating in the CoC can prioritize need across multiple programs and service delivery systems by comparing like data.

**C. Coordination of Regional Needs**

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

Currently there are 727 shelter beds within San Joaquin County. The vacancy rate in the summer is 13.5%; in the winter months it is 10.3%. Percentage of exits from emergency shelter to permanent housing is 5.04%. In utilizing HHAP funds, our region hopes to serve approximately 1,000 unduplicated individuals experiencing homelessness. While the current capacity in our affordable and permanent supportive housing systems are extremely impacted, as they are Statewide, using HHAP funds we hope to expand permanent housing options for individuals experiencing homelessness to allow for a 10% rate of successful placements to permanent housing. The 2019 Point in Time Count included 401 volunteers from 91 different organizations across San Joaquin County, including all active members of the CoC, huge numbers of County and City of Stockton staff, and the entire Stockton City Council. Considering that there were just 35 volunteers for the 2017 count, our CoC is confident that the homeless figures determined during the 2019 count are as accurate as reasonably possible for a region of the size, scope and geographic complexity of San Joaquin County. Discussions regarding the “share” of regional need to address homelessness has in large part been informed by the concentrations of unsheltered homeless around the CoC, but also by the fact that just two cities of the County have operating emergency shelters. Discussions regarding the specific solutions to be implemented based upon regional need are ongoing, and have been driven in large part by the need to coordinate around funding sources such as HEAP, CESH, PLHA and HHAP, as well as federal sources like CDBG, HOME and ESG. Other discussions include possibilities for inter-agency coordination with San Joaquin County Behavioral Health Services to augment homeless projects within the City with services for those diagnosed with mental illness and/or substance use disorder. Our community has recognized and embraced the need for regional collaboration going as far back as 2015 when the San Joaquin County Board of Supervisors established the Homelessness Task Force in an effort to break down silos and remove barriers to implementing effective services for the homeless. The end goal of the Task Force was to incorporate into the CoC in order to strengthen and expand that effort. The expansion of the CoC began in January of 2019 and is ongoing. Since that time the CoC has been at the center of the effort to promote community-wide strategy and planning efforts around solutions to homelessness. The CoC includes representatives from the County and all seven incorporated cities, every non-profit homeless services agency, law enforcement, health care, and many others. Beginning with the broad County-wide efforts to engage as

many local voices as possible in the planning and implementation of HEAP, the CoC has taken the lead on developing priorities for funding and determining needs and gaps in solutions to homelessness. As of the end of 2019, meetings of the full CoC membership include over 100 participants.

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

Although the 2019 Point in Time Count found only 100 unsheltered homeless individuals living in unincorporated areas, the County is committed to supporting projects anywhere within the geographic boundaries of the CoC, which mirror the boundaries of the County itself. Because of this, the County considers any project implementing HHAP funds within our boundaries to be a step towards meeting the need for making homelessness rare, brief and non-recurring within the County. Funds will be prioritized where possible to expand capacity in our emergency shelter and permanent supportive housing systems, depending on the proposals put forward by partner agencies. This is consistent with the priorities of the CoC, which on May 30, 2019 was formally adopted by the County Board of Supervisors as the “backbone agency” through which the County will work to receive guidance and develop consensus on actionable solutions through community-wide engagement.

**D. Creating Sustainable, Long Term Housing Solutions**

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

San Joaquin County has been deeply supportive of several permanent supportive housing projects as it works to implement funds made available through programs like HHAP, HEAP and No Place Like Home. One key example is Victory Gardens, a project-based housing initiative being developed by the Housing Authority of the County of San Joaquin that proposes to use Veteran Housing and Homelessness Prevention (VHHP) and 9% tax credits to create 49 new units of permanent supportive housing for VASH-eligible clients on land provided by San Joaquin County, and in part paid for with entitlement funds allocated to the County. Another project, also developed by the Housing Authority, will use County entitlement funds to in part provide permanent supportive housing for clients of San Joaquin County Behavioral Health Services by converting the former Housing Authority offices near Downtown Stockton for this purpose, with services to be provided ongoing directly by County Behavioral Health staff. The San Joaquin County Board of Supervisors has made housing for the homeless a top operational priority for County staff and provided direction on the use of entitlement funds to meet those goals whenever possible.

**Resources Addressing Homelessness**

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

Community Development Block Grant:	\$1,353,613
California Emergency Solutions and Housing:	\$1,014,961
CalWORKs Housing Support Program:	\$1,343,151
Continuum of Care Program:	\$4,490,004
Emergency Food and Shelter Program:	\$456,726
State Emergency Solutions Grant:	\$180,212

Federal Emergency Solutions Grant:	\$520,697
Health Care for Homeless Veterans:	\$182,427
Housing Choice Voucher Program:	\$394,200
Homeless Emergency Aid Program:	\$7,148,364
HOME Investment Partnerships Program:	\$1,109,301
Housing Opportunities for Persons with AIDS:	\$498,243
Mental Health Services Act:	\$4,107,139
No Place Like Home:	\$2,802,355
Substance Abuse and Mental Health Services Act:	\$240,468
Veterans Affairs Supportive Housing:	\$2,041,956
Whole Person Care:	\$2,769,859

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

Because these funds are implemented County-wide, the figures listed are representative of the available resources across all three jurisdictions. Starting in 2015, increased collaboration through broad participation in the Homelessness Task Force, and following that the CoC, has allowed for a greater level of coordination around these funding sources as a new platform for these conversations was established. As an example, through this platform an initiative emerged to convert the headquarters of Housing Authority of the County of San Joaquin, which the organization was planning to vacate for a new location, to permanent supportive housing for SMI clients of County Behavioral Health using in part MHSA to pay for services. As the project evolved, No Place Like Home was identified as a viable source of funds to expand the project and add additional units. Now, Crossway Residences as it will be known is on track for a Spring 2020 ribbon-cutting to add 35 new units of PSH for SMI clients of the County. The process of regional coordination that has increased within the County/CoC over the last several years has truly set us up for greater success as we plan around new resources such as HEAP, CESH and HHAP.

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

Despite multiple ongoing shelter, permanent housing and other homeless services programs operating in San Joaquin County, in some cases for decades, the problem of homelessness has dramatically outpaced the capacity of these programs as funding has stayed stagnant, especially at the Federal level. New resources such as HEAP, CESH and HHAP have been a welcome relief as we work to expand capacity and add new programs to meet the current demand. A key gap is a dearth of inpatient beds for the seriously mentally ill (SMI). While of course not everyone with a SMI diagnosis is homeless, it is a major factor in contributing to rates of homelessness throughout the region. Finding ways to add new beds for SMI individuals will be an important step in addressing chronic unsheltered homelessness, which we have determined from community-wide engagement efforts to be a top priority for many in the region.

**B. HHAP Funding Plans**

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

The City of Stockton, San Joaquin County, and San Joaquin Continuum of Care believe in the need for a coordinated response to homelessness in the region, and therefore have developed the proposed budgets and use of HHAP funding in partnership with one another as follows:

- Expand and enhance the delivery of low-barrier shelter
  - New Navigation Centers and Emergency Shelters: We will engage in capital improvement projects to transform existing night-by-night shelters into fully functioning 24-hour emergency shelters or navigation centers, with structural day programming, meals, and recreation.
  - We will also construct new Navigation Center(s) with kennels and storage to further increase capacity.
  - Prevention and Shelter Diversion: We will fund community-based organization staffing positions for operations and housing transition planning for a period of five years, with county teams for specialized on-site services (e.g., benefits, mental health, legal services, homeless court, etc.).
- Develop innovative housing solutions for “hard-to-serve” individuals
  - Delivery of Permanent Housing, Rental Assistance/Rapid Re-housing: To increase capacity in a challenging rental market, we will master lease or acquire housing (including houses, apartment buildings, motels, and/or trailer parks), supported by 24/7 site management and compliance with house rules, and funding to ensure basic necessities of living.
  - We will fund Navigation and Case Management services to facilitate jail re-entry navigation and housing stabilization planning, with referrals and comprehensive case management from LEAD, NDDAs, PNCC, DSH, and WPC teams, and treatment provided by CMC, BHS, and other primary health care providers.
- Expand inventory of affordable housing stock
  - Landlord Incentives: We will expand our existing Landlord Liaison Program to address a broader homeless population.
  - Rental Assistance/Rapid Rehousing: We will create Flexible Housing Funds to increase the inventory of units that are available for lease by individuals with a housing voucher.
  - Youth Set Aside: We will create youth-focused Flexible Housing Funds for youth ages 12 – 24.
- Strengthen Public Communication and Partner Coordination
  - Infrastructure Development: We will improve and strengthen the use of HMIS and CCN for care coordination by funding community-based organization positions and providing technical assistance to collect and enter data.
- Deepen Administrative Capacity and Oversight
  - Administrative: We will enhance staffing support for the CoC, City, and County by funding permanent staff positions at the CoC for a Director and Administrative Assistant and providing administrative support to project management as needed at the City and County.

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

San Joaquin County is committed to Housing First and has been consistently a strong advocate for adherence to Housing First as an approach to solutions to homelessness. On February 22, 2017 and May 9, 2017, respectively, the San Joaquin County Board of Supervisors and Stockton City Council adopted Guiding Principles, Strategic Priorities, and action items in alignment with recommendations from a county-wide Homelessness Task Force which in 2019 folded fully into the existing local CoC, to provide the framework for making decisions related to homelessness. Guiding Principle 2 is to “work collaboratively to reduce or eliminate upfront barriers to housing.” This includes a commitment to “seek out all available funds to enhance the “Housing First” model access to permanent housing.” This commitment will ensure that HHAP projects funded by the City of Stockton and County of San Joaquin are in alignment with Housing First principles.

### **Partners Addressing Homelessness**

**Describe partners who are or will be working with the applicant on identified HHAP projects. If projects and/or partners have not been identified at the time of application, describe the process to include partners. Collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If there are barriers, such as lack of key stakeholder entities, please explain and include a plan to address identified barriers.**

#### **A. Collaborating Partner Efforts**

Specific projects to be funded by HHAP have not yet been identified. Following an award announcement from the State, the three jurisdictions receiving local HHAP funds plan to collaborate on a single local Notice of Funding Availability, the first time in the history of the three organizations that this has been attempted. The hope is that by issuing a single, combined NOFA for all three sources of funding, the process to apply for HHAP will be simplified for local CBOs and other applicants. Following the submission deadline for the local HHAP NOFA, the three jurisdictions will work together to review, score and rank each proposal based on priorities developed over the last several months through community-wide engagement via surveys, interviews and large-form listening sessions. While each jurisdiction intends to maintain individual control regarding the funding of specific projects, the expectation is that conversations about joint funding will emerge from a joint review process. Due to efforts over the past several years to break down silos and increase collaboration around community-wide planning and strategy for solutions to homelessness, it is not anticipated that any significant barriers to partnering will be an issue as we move forward with this process and work to implement HHAP.

The following is a comprehensive list of organizations that participated in the January 2019 local Point in Time Count of the Homeless, many of whom are expected to apply for local HHAP funds during the NOFA process:

Americorps  
Bags of Hope  
Breakthrough Project for Social Justice

Builders Industry Association  
California Department of Motor Vehicles  
Calvary Living Well Ministries  
Care Link  
Catholic Charities of the Diocese of Stockton  
Central Valley Low Income Housing Corporation  
City of Escalon  
City of Lathrop  
City of Lodi  
City of Manteca  
City of Ripon  
City of Stockton  
City of Tracy  
Civic Pride Independent Academy  
Community Medical Centers  
County of San Joaquin  
Delta Humane Society  
Disabled American Veterans Charities of San Joaquin County  
Downtown Stockton Alliance  
Episcopal Church of St. John the Baptist  
Family Promise of San Joaquin County  
Gleason House  
Golden Valley Health Centers  
Gospel Center Rescue Mission  
Grace Point Church  
Grace Presbyterian Church  
Gravity Church  
Greater Stockton Chamber of Commerce  
Haven of Peace  
Hope Family Shelters  
Housing Authority of the County of San Joaquin  
HUB  
Inner City Action  
Knights of Columbus  
League of Women Voters of San Joaquin County  
Lodi Committee on Homelessness  
Lodi Community Foundation  
Lot of Love and Giving  
Love, Inc.  
Lutheran Social Services  
Manteca Gospel Rescue Mission  
Manteca Unified School District  
Ready to Work  
Refuge Church

Ripon Police Department  
Rotary Club of North Stockton  
Rotary Club of Stockton  
Salvation Army  
San Joaquin Community Data Co-Op  
San Joaquin Regional Transit District  
San Joaquin Valley Veterans  
Second Harvest  
Showered with Love  
St. Anne's Church  
St. John the Evangelist Episcopal Church  
St. Joseph's Medical Center  
St. Mary's Dining Room  
St. Paul Lutheran Church  
STAND  
Stockton Fire Department  
Stockton Host Lion's Club  
Stockton Shelter for the Homeless  
The Office of Senator Cathleen Galgiani  
Tracy Community Connections Center  
Tracy Interfaith Ministries  
U.S. Department of Housing and Urban Development  
U.S. Department of Veteran Affairs  
United Veterans Council of San Joaquin County  
United Way of San Joaquin County  
Venture Academy  
Westcare  
Women's Center Youth and Family Services

**2. Describe any barriers that you experience in partnering, and how you plan to address them.**

Barriers to an effective partnership are limited resources, lack of available housing stock, and competing priorities of each of the partner agencies. The Regional Strategic Plan will assist in addressing the barriers of limited resources, available housing stock and competing priorities through the unified development of the Regional Strategic Plan by the County, CoC and City that champions specific agreed-upon goals and identifies an implementation plan to achieve those goals, and to work together to allocate funding in collaboration.

**Solutions to Address Homelessness**

**Overview of the planning efforts to address homelessness. For applicants that submitted a strategic plan for CESH funding, identify the measurable goals from that strategic plan and how HHAP funding will directly impact those goals. For applicants that do not have a strategic plan or did not use CESH to develop a plan, identify measurable goals that HHAP will be expected to achieve. Agency may ask for additional justifications for identified goals.**

The City of Stockton, San Joaquin County, and San Joaquin Continuum of Care have identified the following measurable goals, as outlined in our regional strategic plan to end homelessness:

- 200 new housing-focused low-barrier shelter beds are available to people experiencing homelessness in San Joaquin County.
- Fewer than 50% of households experiencing homelessness in San Joaquin County are living without shelter.
- More than 50% of households served by crisis shelters, transitional housing, and Rapid Rehousing programs exit to permanent housing destinations.
- After 2020, the number of people experiencing homelessness for the first time will be reduced by 5% each year, achieving a 20% annual reduction by 2025.
- Reduce by 10% the number of households that return to homelessness in 6 months after exiting to permanent housing.
- Fewer than 15% of formerly homeless households return to homelessness within one year after exiting to permanent housing.
- An additional 50 new PSH opportunities and 100 new RRH opportunities are available for people experiencing homelessness in San Joaquin County.
- Initiate at least 1 pilot project to test efficacy of non-conventional housing options, such as shared housing or ADUs.





# CITY OF STOCKTON

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## ECONOMIC DEVELOPMENT DEPARTMENT

Housing, Economic Development, Asset Management, and Parking Authority

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February 7, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

### **LETTER OF SUPPORT**

The City of Stockton is pleased to submit this letter in support of the San Joaquin Continuum of Care and San Joaquin County proposals to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. We endorse these proposed uses of HHAP funding, which are evidence-based solutions to address homelessness in the San Joaquin region.

The San Joaquin Continuum of Care (CoC) provides leadership and effective stewardship of resources, as well as facilitates community planning, design, and implementation of programs critical to ending homelessness in San Joaquin County. The City of Stockton is a strong collaborative partner with both the CoC and the County, participating in regional convenings and sharing resources.

The City of Stockton, CoC, and County have undergone a joint process to assess needs within the region. The funding proposals submitted are in alignment with our identified needs for homelessness response, informed by our 2020 strategic planning process. We will participate in ongoing collaboration around project planning and evaluation through monthly CoC meetings, monthly Strategic Planning Committee meetings, and regular meetings of the funded jurisdictions around HHAP spending and projects. These meetings are attended by staff of the City and County, the appointed CoC Board members, and community stakeholders, and serve as regular opportunities for regional coordination.

Each of our three jurisdictions has reviewed and agrees with the proposed use of funding in our applications as reflective of our respective shares of the regional homeless need to end homelessness. We are excited for this opportunity to expand San Joaquin's capacity to address our immediate homelessness challenges, and strongly support this shared vision for community engagement, partnership, and systems coordination.

CARRIE WRIGHT, DIRECTOR  
ECONOMIC DEVELOPMENT DEPARTMENT

CW:TY:slw



**To: Secretary Alexis Podesta**  
**California Homeless Coordinating and Financing Council**  
**State of California Business, Consumer Services and Housing Agency**  
**915 Capitol Mall, Ste. 350-A**  
**Sacramento, CA 95814**

**Re: Homeless Housing, Assistance, and Prevention program**

Dear Secretary Podesta:

The San Joaquin Continuum of Care, San Joaquin County, and the City of Stockton are pleased to submit this letter in support of each jurisdiction's proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. We endorse these proposed uses of HHAP funding, which are evidence-based solutions to address homelessness in the San Joaquin region.

The San Joaquin Continuum of Care provides leadership and effective stewardship of resources, as well as facilitates community planning, design, and implementation of programs critical to ending homelessness in San Joaquin County. San Joaquin County serves as the collaborative applicant and administrative entity on behalf of the CoC. The City of Stockton is a strong collaborative partner with both the CoC and the County, participating in regional convenings and sharing resources.

The CoC, County, and City of Stockton have undergone a joint process to assess needs within the region. The funding proposals submitted are in alignment with our identified needs for homelessness response, informed by our 2020 strategic planning process. We will participate in ongoing collaboration around project planning and evaluation through monthly CoC meetings, monthly Strategic Planning Committee meetings, and regular meetings of the funded jurisdictions around HHAP spending and projects. These meetings are attended by staff of the City and County, the appointed CoC Board members, and community stakeholders, and serve as regular opportunities for regional coordination.

Each of our three jurisdictions has reviewed and agrees with the proposed use of funding in our applications as reflective of our respective shares of the regional homeless need to end homelessness. We are excited for this opportunity to expand San Joaquin's capacity to address our immediate homelessness challenges, and strongly support this shared vision for community engagement, partnership, and systems coordination.

Sincerely, on behalf of the San Joaquin Continuum of Care,

A handwritten signature in blue ink, appearing to read "Jon Mendelson", is written over a horizontal line.

Jon Mendelson  
Chair, San Joaquin Continuum of Care