Stanislaus

2021 REGIONAL STRATEGIC PLAN TO ADDRESS HOMELESSNESS
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Last Updated September 2021
Stanislaus County continues to work tirelessly to address the challenge of homelessness. Through the county-wide Focus on Prevention initiative, the community stood together to address homelessness. This collaboration across multiple sectors led to the creation of the Modesto Outdoor Shelter, which eventually added over 200 shelter beds to bring homeless people inside.

Then COVID-19 hit.

Even though we were not prepared to deal with a national pandemic, this event did not end the progress we have made over the years. While we faced tremendous hardships that could have stopped us in our tracks, we persisted together, finding new paths forward to forge connections, to communicate openly and to stand united with the final goal of having no one lacking shelter in our community. Unfortunately, despite our efforts to strengthen the housing continuum, this crisis continues to grow. With COVID-19, some of the gaps in serving people experiencing homelessness came to light and made the work we do more urgent. In addition, COVID-19 exacerbated existing disparities in the county, with Hispanic, Latinx, and Mexican American populations in Stanislaus experiencing higher COVID-19 positivity rates relative to the general population size. In finding ways to shelter vulnerable people from the pandemic, we discovered that there are many hidden barriers to consider. On a positive note, we learned we could ramp up quickly to provide a coordinated community response. We decided this period of transition was a good time to take stock and make sure the course ahead is informed and strategic.

We were pleased but not surprised when we received over 1,000 responses to the community survey distributed to gather community insight to create this strategic plan. We heard from advocates, elected officials, administrators, people with lived experience, the faith community and more. We learned that mental health and housing costs burdens were universally identified as an area of focus. We listened when the community said a cookie cutter approach is a non-starter and that every area of the county has unique needs that must be honored.

We hope this plan will help us take what we’ve learned from all feedback received to transform what we do as a community and to support many more people experiencing or who are at-risk of becoming homelessness. This is a living document and we need your help to make it impactful. There is no one single group or organization that can resolve the root causes of homelessness or eliminate it all together. Only the collective will of the people can help us reach our goal to make homelessness rare, brief, and non-recurring.

Sincerely,

The Stanislaus Homeless Alliance/Community System of Care Strategic Plan Workgroup

- Luis Uribe
- Lise Talbot
- Jessica Hill
- Brad Hawn
- Kathryn Harwell
- Jason Conway
- Sean Scully
- Andrew Nosrati
- Dana Bailey
EXECUTIVE SUMMARY

Effectively addressing homelessness in Stanislaus County is a priority issue for local governments and residents. The community has a wealth of resources and providers, community groups, and governance structures to serve people experiencing homelessness as well as motivated and concerned citizens who want to take part in crafting workable solutions to improving conditions across the county. During 2020, the COVID-19 pandemic increased concerns for Stanislaus’s unhoused populations who are especially vulnerable to contracting COVID-19 and suffering more severe effects of the disease. The pandemic also brought an enormous influx of federal and state funding for homeless services, shelters, and housing, which requires community collaboration to allocate and spend these funds.

To respond to these realities, in the fall of 2020 the Stanislaus Homeless Alliance and Stanislaus Community System of Care created a strategic plan workgroup whose members began meeting to discuss the creation of a communitywide plan to address homelessness. The result of this workgroup’s efforts is the Stanislaus Regional Homeless Strategic Plan ("strategic plan" or “plan”).

The plan captures information on the current state of homelessness, current community concerns, gaps in homeless resources and housing, barriers to effectively addressing homelessness, and priorities for homeless assistance funding. This information was collected through an extensive feedback and information collection process where existing data, reports, and community feedback, received from a diverse group of stakeholders regarding gaps in homeless services and housing in the community, was obtained and reviewed.

Broadly speaking, the community feedback collected demonstrated that the most significant issues identified by community members to addressing homelessness are a lack of mental health supports, substance abuse, and the lack of permanent and affordable housing in the county. Further, community data as well as previous community research and reports, indicate a lack of permanent housing availability and demonstrate that the cost of rent in the county has steadily risen over the last few years, outpacing wage growth and benefits to support the higher cost of living. Perhaps unsurprisingly, the number of people experiencing homelessness has also risen steadily over the last several years, in tandem. Further, the data analyzed for this plan showed racial disparities in populations experiencing homelessness in the community, with rates of homelessness among Black or African American residents being four times higher than the percentage of Black or African American residents in the general population of the county.

In light of this data and feedback, the community has identified eight goals targeted to address homelessness and respond to gaps in homelessness services and housing in Stanislaus, which are as follows and described in detail in this strategic plan.
## Eight Goals to Address Homelessness:

<table>
<thead>
<tr>
<th>Goal 1: Increase availability of permanent housing for people experiencing homelessness</th>
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<tbody>
<tr>
<td>Goal 2: Increase access to and availability of mental health, substance abuse treatment, and other supportive services to increase housing stability and well-being in the community</td>
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<tr>
<td>Goal 3: Achieve equity in governance, outreach, provision of services, program participation, and outcomes while improving outreach, care, and culturally attuned services to vulnerable and historically underserved subpopulations</td>
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<td>Goal 4: Increase coordination of services, access, and information to build capacity across the homeless system of care</td>
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<td>Goal 8: Improve coordination of homeless programs to further public health and safety in support of community standards and increased access to services for people experiencing homelessness</td>
</tr>
</tbody>
</table>

These goals are not listed in order of importance, nor do they exist in isolation from each other. Working towards each of these goals is essential for a strong community response to homelessness. Further, this strategic plan is not intended to create mandates for any group, municipality, or other governing body. Instead, it is meant to reflect shared community priorities and best practices so the community can move forward with a shared understanding of the causes, gaps, barriers, and workable solutions to effectively addressing homelessness across the county. The goals are drafted with the intention of being carried over a five-year period and plan drafters recommend using the implementation planning resources in this document to prioritize and allocate responsibility to governing bodies and individuals.

The community must work collaboratively it identify stakeholders and community advocates who can take charge of moving each goal forward while also monitoring and reporting out progress to the community.

For definitions of key terms and acronyms used throughout this document, please see the glossary in Appendix A.
In order to guide the planning process, the strategic plan workgroup, which took leadership over the creation of this plan, drafted the following guiding vision:

The homeless strategic plan will identify shared goals to foster a community where homelessness is rare, brief, and non-recurring and where households experiencing homelessness or who are at risk of becoming homelessness have access to supports and services to help them secure a permanent, safe, and affordable place to call home.
In order to collect robust data and feedback from the community for this strategic plan, the strategic plan workgroup and the Community System of Care (CSoC) retained Homebase, a California nonprofit with more than 30 years of experience assisting communities in implementing best practices to address homelessness, to assist with feedback collection, data analysis, and plan drafting. To collect meaningful data and feedback, Homebase implemented a multipart community engagement and information collection process. The publicly available environmental scan resources can be found here. This included an environmental scan and community feedback collection as detailed below:

Environmental Scan

Reports and Community Information Reviewed:
- Plan to Address Homelessness in Stanislaus County 2019
- Modesto Blue Ribbon Commission on Homelessness
- Community Inquiry: Homeless Shelter in Turlock
- Stanislaus Urban County, City of Turlock, Modesto Consolidated Plans, Annual Action Plans, CAPERs, and other relevant updates
- Community Health Needs Assessments
- Stanislaus County Behavioral Health and Recovery Services reports, updates, and other Mental Health Service Act Planning
- City of Turlock, Modesto, Stanislaus County Housing Element
- Aggregated Housing Element Data from Entitlement Jurisdictions
- Building a Better Turlock
- Stanislaus County Disadvantaged Unincorporated Communities Report
- Regional Analysis of Impediments to Fair Housing Choice
- Relevant City Council and Board of Supervisor homeless updates and presentations
- Stanislaus County Comprehensive Economic Development Strategy
- Focus on Prevention summaries, reports, and other updates

Data Collected and Analyzed:
- Point-In-Time (PIT) count data
- Housing Inventory Count (HIC) data
- Homeless management information system data
  - Including Longitudinal Systems Analysis (LSA) and System Performance Measures (SPM) data
- Coordinated entry system data
- State of California’s Homeless Data Information System
- Census American Community Survey data
- US Bureau of Labor Statics Consumer Price Index data
- Regional Housing Needs Allocation (RHNA) and HCD Annual Progress Report data
- Local data regarding housing in the acquisition/construction pipeline
Community Feedback Collection

Homebase and the strategic plan workgroup members also collected community feedback from stakeholders, homeless service providers, local governments and concerned citizens. The feedback collected included:

- **1,021 responses from community** members who completed the strategic plan community survey (available in English, Spanish, hard copy and online);
- **9 local government feedback sessions** (City Councils, Municipal Advisory Board (MAC), County CEO’s Office and other County officials);
- **4 community focus groups** with homeless service providers, people with lived experience, and community-based organizations (over 110 providers were invited to participate); and
- **11 individual and group interviews** with key stakeholders and community members including the hospital shelter group, Housing Authority, Area Agency on Aging, California Rural Legal Assistance, community organizers, law enforcement/HEART team representatives, CARE TEAM, case managers and direct service providers, veterans service provider, Salvation Army, behavioral health and recovery services and the McKinney-Vento School Liaison.

See Appendix B for an overview of contacts for the community feedback process including a link to the complete results of the community survey.

Goals of Environmental Scan and Community Feedback Process

Through the feedback and information collections strategies detailed above, plan drafters sought to identify key information through collecting responses to the questions below from a diverse array of community members and data sources. The answers to these questions helped to shape the information contained in this plan as well as the goals, strategies, and action steps identified:

- What is the current state and causes of homelessness in Stanislaus County?
- How is the current homeless system of care working?
  - What services, housing, and emergency response systems are currently available?
  - What are strengths of the system of care?
- What gaps exist in the homeless system of care?
  - If funding is available to address homelessness, what should it be used for?
  - Are there racial or ethnic disparities in the homeless system of care?
  - How can the homeless system of care be more equitable and inclusive?
- What goals, strategies, and action steps represent workable solutions to addressing homelessness in the community?

Once feedback and relevant data was collected and reviewed, a virtual Community Summit event was held on May 22, 2021 via Zoom. At this meeting, which was advertised throughout the community and included Spanish-language interpretation, results from the environmental scan and community feedback processes were presented to the community along with draft goals identified from these data and feedback collection efforts. Attendees were able to give feedback on the draft goals at the meeting as well as in a follow-up survey, available in both English and Spanish. The final goals and strategies detailed in this plan also reflect some of the additional key feedback gathered from the Community Summit and follow-up survey.
Partners

The Stanislaus Homeless Alliance (SHA) and Stanislaus Community System of Care (CSoC) partnered with Homebase to collect feedback and draft the final strategic plan. In addition, more than a thousand community members, homeless service providers, community-based organizations, City Council members, local government representatives, and people with lived experience partnered with plan drafters to ensure that this plan represents community needs and plans for change. The strategic plan work group offers heartfelt thanks to everyone who participated in giving feedback and sharing expertise to create this collaborative document. For more information on partnerships, see Appendix B.

Recommended Uses of the Document

This document can be used by homeless system of care actors and stakeholders (e.g. CSoC, SHA, and homeless service providers) in a number of ways. A proposed implementation plan is outlined in the Recommendations for Implementation section, but generally, the uses may include:

CSoC and SHA

- Guide discussion of allocation of homeless assistance funds
- Align community planning processes over multiple funding sources and committees
- Present an annual review and update of community goals, actions, and strategies to mark progress and identify specific outcomes

Community Stakeholders

- Monitor progress in reducing barriers to serving people experiencing homelessness
- Use as guidance for community discussion with leadership on resources and funding gaps
- Demonstrate how proposals and projects further the goals identified in the plan

Local Jurisdictions

- Use as guidance to assist in drafting local strategic plans or to supplement local planning processes
- Assess the priorities of their specific communities and identify how their funding proposals will support the goals and strategies identified in the plan
Overview of Existing Community Data on Homelessness

The Department of Housing and Urban Development (HUD) requires communities to collect and report data on homelessness through several means. Each of those reporting systems provides different insights into people experiencing homelessness in Stanislaus as well as insights into the nature of homelessness in the community. For example, data shows who is experiencing homelessness, how long they have remained homeless, history of where they had stayed and/or where they are staying, and what factors precipitated homelessness.

For this report, three principal data sources were used to analyze the county’s population of people experiencing homelessness:

1. The annual **Point-in-Time Count (PIT)**, which provides a snapshot estimate of the population and general characteristics of people experiencing homelessness during a single 24-hour period in January.

2. **Homeless Management Information System (HMIS) data**, which is entered by homeless service providers operating emergency shelter, transitional housing, rapid rehousing, and permanent supportive housing programs and provides individual level data of people who received shelter or housing services. HMIS data includes the universe of people served by participating programs and can be analyzed over a period of time, allowing for a better understanding of total clients served, rather than providing a snapshot. For this plan, the HMIS data analyzed and discussed was reviewed over a three-year period (from October 1, 2017 to October 1, 2020) and also includes an analysis of HUD-mandated System Performance Measures (SPM) and Longitudinal Systems Analysis (LSA) data, which are sources of information for tracking system performance that come from HMIS data.
   a. **Longitudinal Systems Analysis (LSA) data** is household-level data from HMIS and can be displayed through HUD’s data visualization program Stella. It provides an analysis that illustrates how individual households and families move through the homeless system of care, year after year. This data allows the reviewer to view HMIS data at a household level, as opposed to an individual or system level.
   b. **System Performance Measures (SPM)** are systems-level data points from HMIS that can be viewed in standardized reports that are submitted to HUD. SPMs shows how the homeless system of care is performing overall and can reveal larger trends for the entire system, as opposed to the individual or household level.

3. **Homeless Data Integration System (HDIS) data**, which includes data submitted from California Continuums of Care (CoCs) to the state, can track trends and service use across and between communities. HDIS captures a year-long count of people experiencing homelessness who have accessed services, including shelter, housing, and other triages and assessments. It can show movement and interactions between local homeless response systems and communities.
# Snapshot of Existing Community Data on Homelessness

## Point-In-Time Data shows

<table>
<thead>
<tr>
<th>People counted as experiencing homelessness on January 23, 2020</th>
<th>Percentage of people who accessed services in only one CoC between 2018-2020&lt;sup&gt;1&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,107</td>
<td>96%</td>
</tr>
</tbody>
</table>

## Statewide HDIS Data Shows

<table>
<thead>
<tr>
<th>Sheltered (n=1020)</th>
<th>Percent of people accessed services in 2 CoCs and less</th>
</tr>
</thead>
<tbody>
<tr>
<td>48%</td>
<td>4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unsheltered (n=1087)</th>
<th>Percent of people accessed services in 3+ CoCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>52%</td>
<td>1%</td>
</tr>
</tbody>
</table>

## Individual Level Data shows

<table>
<thead>
<tr>
<th>Unique individuals served by the homeless system of care in shelter and housing projects in FY 2020</th>
<th>Percentage of households being served by the homeless system of care for the first time in FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,052&lt;sup&gt;2&lt;/sup&gt;</td>
<td>52%</td>
</tr>
</tbody>
</table>

## Household Level Data shows

<table>
<thead>
<tr>
<th>Households served in shelter and housing projects in FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,325</td>
</tr>
</tbody>
</table>

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<sup>1</sup> Business Consumer Services, and Housing Agency (BCSH) HDIS. 2018-2020.

<sup>2</sup> Individual level data total pulled from FY 2020 LSA Report.
Number of People Experiencing Homelessness Across the County

PIT³ Data

Each year, Stanislaus County conducts both a sheltered and unsheltered Point in Time (PIT) Count of people experiencing homelessness on a single night at the end of January. Although a full count of people in unsheltered situations, such as in living in tents, vehicles or under bridges, is required only every other year, and while a count of people in shelters and some other temporary housing placements is required each year, Stanislaus County conducts a full PIT Count of both populations annually. Since there is a consistent and standardized way the PIT count is conducted, it provides some of the best data available for a year-by-year comparison. The 2021 PIT count process was an anomaly heavily impacted by the COVID-19 pandemic. Though HUD approved and accepted alternative data for 2021, it was not used for comparative purposes.

In the chart below, a year-by-year comparison shows changes to the sheltered, unsheltered, chronically homeless, unaccompanied youths, veterans, and family populations of people experiencing homelessness.

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³ Due to concerns related to the COVID-19 pandemic, HUD changed requirements for the 2021 PIT that allowed for exceptions to the normally required unsheltered PIT count. In 2021, many communities only conducted sheltered counts, including Stanislaus.
With the exception of 2018, the number of people experiencing homelessness on the PIT count has been steadily increasing over the past several years. Since 2017, the number of people identified as homeless in the Stanislaus County PIT count has increased by 27%. Changes in PIT count results are common as communities change and alter methodologies to increase accuracy. In 2019, Stanislaus County implemented a new approach that utilized the County’s Office of Emergency Services (OES) Incident Command System (ICS), which is typically used to provide field-level response to account for individuals in the community during a time of crisis. The 2019 implementation of the ICS to coordinate the logistically challenging PIT count led to a significant increase in the number of individuals counted and provided a more accurate snapshot of the numbers of people experiencing unsheltered homelessness.

Thus, Stanislaus has seen a 27% increase in homelessness since 2017, and such increases are not unusual in California. Of note, Stanislaus data shows a comparatively lower rate of people who are counted as chronically homeless⁴ than do other similar communities in the state.

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Sacramento Steps Forward⁵</td>
<td>2,659</td>
<td>5,570</td>
<td>+109%</td>
<td>3,900</td>
<td>70%</td>
<td>1,641</td>
<td>29%</td>
</tr>
<tr>
<td>San Joaquin CoC⁶</td>
<td>1,708</td>
<td>2,629</td>
<td>+54%</td>
<td>1,558</td>
<td>59%</td>
<td>752</td>
<td>29%</td>
</tr>
<tr>
<td>Stanislaus Community System of Care⁷</td>
<td>1,408</td>
<td>1,923</td>
<td>+37%</td>
<td>1,088</td>
<td>57%</td>
<td>285</td>
<td>15%</td>
</tr>
<tr>
<td>Fresno Madera CoC⁸</td>
<td>1,722</td>
<td>2,508</td>
<td>+46%</td>
<td>2,069</td>
<td>82%</td>
<td>698</td>
<td>28%</td>
</tr>
<tr>
<td>Kern County Homeless Collaborative⁹</td>
<td>954</td>
<td>1,330</td>
<td>+39%</td>
<td>805</td>
<td>61%</td>
<td>73</td>
<td>5%</td>
</tr>
<tr>
<td>Tulare County (part of Kings/Tulare CoC)</td>
<td>636</td>
<td>814</td>
<td>+28%</td>
<td>576</td>
<td>71%</td>
<td>244</td>
<td>30%</td>
</tr>
<tr>
<td>California¹⁰</td>
<td>115,738</td>
<td>151,278</td>
<td>+31%</td>
<td>108,920</td>
<td>72%</td>
<td>41,557</td>
<td>29%</td>
</tr>
</tbody>
</table>

⁴ A person with a disability who lives in a place not meant for human habitation, safe haven, or emergency shelter; and has been homeless and living in one of these places continuously for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living in one of the aforementioned places.


⁸ 2015 CoC Homeless Populations and Subpopulations Reports, CA-514: Fresno City and County/Madera County CoC, HUD Exchange; 2019 HDX Competition Report, PIT Count Data for CA-514 - Fresno City & County/Madera County CoC.


System Level Data

Examining a system of care’s HMIS data can provide a picture of the universe of people who experience homelessness over time, often painting a fuller picture of the number of people the homeless system of care is serving. The Department of Housing and Urban Development (HUD) mandated System Performance Measures (SPMs) provide insights into several specific measures of system performance for the entire universe of clients. According to the FY 2020 SPMs, the system served a total of 4,358 unique individuals entering transitional housing, emergency shelter, safe haven, and permanent housing during the reporting period. This is a decrease of 1,035 individuals served from the prior reporting year. Out of the 4,358 individuals served, 2,640 of them did not previously have records in shelter and/or housing projects, meaning it was likely their first time entering the homeless system of care. This indicates that roughly 61% of clients being served by homeless service providers in HMIS in FY 2020 were first-time clients. For FY 2019, the number of clients being served in shelter and/or housing projects for the first time was similarly high at roughly 66%.

Number of People Experiencing Homelessness in Each Incorporated City & Unincorporated Areas

Since people who experience homelessness do not have a fixed address, it can be difficult to get data on where people experiencing homelessness are and where they are served. Although state data has shown that people rarely travel between CoCs for services,\(^{11}\) the lack of a fixed location makes tracking the geography of unhoused people within a CoC challenging. HMIS data can provide some information, but many communities use PIT data to determine where people are located within the CoC area.

PIT Data

Since Stanislaus captures a person’s current zip code when conducting the PIT count, this information is typically the best means to determine the geographic distribution of people experiencing homelessness across the county, even though it only represents people who were experiencing homelessness on a single night. According to recent PIT counts, a large majority of people who are experiencing homelessness reside in Modesto. In the 2020 PIT count, the city accounted for roughly 76% of the homeless population. This is consistent with the larger population of Modesto and the higher number of HMIS enrollments in the city, as discussed below.

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\(^{11}\) According to the California Homeless Data Integration System (HDIS), 96% of people access services in 1 Continuum of Care between 2018-2020. Only 4% of people accessed services in 2 Continuums of Care and less than 1% of people accessed services in 3+ Continuums of Care.
The same information broken down by specific zip codes for 2018-2020 can be seen to the left.

Absent Modesto, the cities with the next highest populations according to the PIT count are Turlock, Patterson, Empire, Oakdale, and then Ceres, respectively. A year-by-year comparison of PIT counts by city without Modesto for comparison can be seen below.

### System Level Data

In HMIS, tracking program enrollments by Geocode\footnote{A Geocode is a 6-digit number that corresponds to a particular geographic location within a Continuum of Care (CoC). Most CoCs have multiple Geocodes and a Geocode does not necessarily represent a specific census tract or zip code. An updated list of all HUD Geocodes is provided annually.} can offer some insight on where services are used, but tends to be more of a loose estimate rather than a definitive number. This is because HUD requires Geocodes to be determined for an entire project, rather than where each specific client is served. For example, if 51% of a project operates in Modesto and 22% operates in Patterson, 10% operates in Oakdale, 13% operates in Turlock, and 5% operates in Riverbank, the entire project is given a Modesto Geocode and it becomes difficult to know exactly where clients are being served outside of that. With this understanding, however, examining Geocodes does indicate generally, where clients are served. In the example below, total enrollments (not de-duplicated) by Geocode show that a majority of clients are enrolled in projects that mostly operate in Modesto. After that, Stanislaus County overall has the second highest amounts of enrollments and includes areas within the county that are not Turlock or Modesto, specifically. This indicates that a number of people are accessing services outside of Modesto and Turlock. After Modesto and the County, the third highest Geocode by enrollment is Turlock.

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| Total Reported | 1356 | 1923 | 2107 |

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Stanislaus has a robust homelessness response system that includes governmental and private resources, services, emergency response frameworks, and governance structures that currently work to address homelessness in the community.

Overview

Stanislaus’s current homeless system of care includes a network of funders, governance structures, providers (service, housing and shelter), and other community organizations and stakeholders that respond to homelessness in a given area, and the emergency response structures that are put in place to allocate resources and prioritize limited services in the community (e.g. coordinated entry). Each community across the country has different response system that is based on available funding, resources, support of the larger community and unique features of the area (demographic makeup, economic realities, large or small county, urban or rural etc.). While responses to homelessness may vary, communities with successful homeless response systems have several common features.

These include:

1. **Clearly defined leadership and accountability structures** with diverse representation from all levels of the system of care, including people with lived experience of homelessness

2. **Mobilization and participation** in homeless response planning and implementation from all actors in the system of care

3. **Clear communication and structured information exchange pathways** between all levels of the homeless response and the larger community

4. **Accessible and clear information** detailing all services that exist in the community

5. **Regularly evaluating and identifying gaps** in homeless response using data and qualitative feedback processes and making necessary adjustments to effectuate equity and better system processes

6. **Strategic alignment of funding** for homeless services and housing

7. **Support for the response to homelessness** from the larger community

The goals outlined in the plan are intended to move the community into full alignment with the principles above. Further, reviewing other community governance structures for best practices can also aid in creating a sustainable homeless response system with equitable outcomes and higher rates of exit to permanent housing for people experiencing homelessness.
Efforts to Address Homelessness

Stanislaus County Housing and Supportive Services Collaborative

In 1988, the Stanislaus County Housing and Support Services Collaborative/Continuum of Care was formed. In July of 2001, the Stanislaus County Board of Supervisors and the City of Modesto recognized the Stanislaus Housing and Supportive Services Collaborative (the Collaborative) as the coordinating body for homeless programs and services in the county. It was also set as the lead agency for the Stanislaus CoC.

In 2005, the Collaborative launched a 10-year strategy to end chronic homelessness, with a special focus on the first 5 years. A large focus of the plan was identifying resources and funding sources, and the main measurable outcome was the creation of supportive housing units. This plan was adopted with input from over 88 members and more than 50 agencies and organizations representing all cities within Stanislaus County.

The 10-Year Vision consisted of the following three elements:

- Create enough permanent supportive housing and services to meet the need (at least 1,200 units)
- Create support systems to help long-term homeless people secure and maintain their housing and employment
- Establish a mechanism to ensure accountability for the performance and outcomes of the Collaborative’s efforts to develop new supportive housing and provide high-quality support systems

Goals for First 5 Years:

- Identify and secure the increased resourced needed to finance the development and operation of 500 units of permanent supportive housing in Stanislaus County;
- Test the strategies and approaches to implement the production effort recommended in this plan to determine which are best suited to the local community
- Build the housing development capacity, relationships, political will and alliances necessary for meeting these goals;
- Implement systems to measure progress and maintain accountability towards meeting the goals; and
- Provide results and build the momentum for even greater success in the second 5-year timeframe

Focus on Prevention

In 2014, the Stanislaus County Board of Supervisors launched the Focus on Prevention Countywide initiative with the aim to improve the quality of life for all Stanislaus residents and families through coordinated prevention efforts that work across multiple sectors and address root causes. These sectors include arts, entertainment and sports; business; education; faith; government; healthcare; media; non-profits; neighborhoods; and philanthropy. The initial area of focus was preventing and reducing homelessness and a Homelessness Action Council (HAC) convened to develop results, indicators, and strategies to guide this effort.

The HAC began meeting in May 2015 to map the current realities for people who are experiencing homelessness or at risk of homelessness in Stanislaus County. The HAC developed recommendations for high-leverage strategies that can have both immediate and long-term positive impacts on preventing and reducing homelessness. In December of 2015, the HAC reached consensus and endorsed a set of priority results, indicators and strategies. This set of results and strategies are now known as the “Common Agenda to Prevent and Reduce Homelessness in Stanislaus County.”

Multiple partners have since participated in a variety of workgroups to provide input on the restructuring of the County’s Homelessness Community System of Care, which united the Focus on Prevention Homeless Action Council and the Continuum of Care. A multisector leadership collaborative of 25 board members, named the
Stanislaus Community System of Care (CSOC) Council, was established to provide overall guidance for the Homelessness Community System of Care and function as the Continuum of Care leadership body.

**Focus on Prevention Core Strategies**

Instead of isolated interventions of the past, multiple homelessness service agencies and community partners in Stanislaus County have come together to align their efforts and form partnerships that have resulted in a Homelessness Community System of Care.

In December of 2015, the HAC reached consensus and endorsed a set of priority results, indicators and strategies. This set of results and strategies are now known as the “Common Agenda to Prevent and Reduce Homelessness in Stanislaus County.”

The CSOC, along with input from the Countywide Initiative Focus on Prevention, developed core strategies that guide practice and form the basis of this updated plan. Each core strategy was shaped with input and data from past and current plans and reports relating to experiences of homelessness.

The Focus on Prevention core strategies:
Access Center

Central to the Focus on Prevention core strategies was the recommendation to develop a "one-stop" Access Center that would centralize and serve as a physical entry point and service hub for the County’s homelessness services system providing access and referrals to a wide-range of housing and supportive services in one location.

In January 2017, a visioning process was initiated in partnership with HOK, a global design, architecture, engineering and planning firm. HOK provided their facilitation and initial concept design work, and convened several community meetings to help craft a vision and plan for the “One Stop” Access Center and corresponding distributive community shelter/housing system, known as the Hub and Satellite model.

Over 80 stakeholders participated in the first day-long visioning process that resulted in a shared vision statement, and a draft visioning document. In July 2017, the community stakeholders reconvened to adopt the Access Center Vision. As the graphic below highlights, the Initial Outreach and Engagement Center was the first new strategy to launch in the summer of 2017. The Access Center was the next strategy in further developing a Coordinated Access System and housing strategy.

The Access Center Vision included a low-barrier shelter (LBS) program component. What differentiates a low-barrier shelter from a traditional shelter is a low threshold criterion for access, such as accommodations for couples to lodge together, allowing pets, and storage for personal belongings. The LBS is a short-term shelter for people experiencing long-term street homelessness.

SHA

Over the past few years, the CSOC has made great progress in further developing the local homeless system of care and implementing the Focus on Prevention core strategies. As the community worked to implement the Focus on Prevention strategies, changes to the CSOC’s governing body were identified as a need to ensure continued success. In response, in 2019 the Stanislaus Homeless Alliance (SHA) was launched. The SHA is a collaborative entity formed to align homelessness services, planning, and funding among stakeholders in Stanislaus County. The SHA consists of community leaders working to end homelessness and representatives of local government throughout the county. The group adds value and local decision-making power through the inclusion of local government representatives on their board, and has been working collaboratively with CSoC. Currently, the SHA is working with community stakeholders to add satellite housing options for communities in Stanislaus County.
Stanislaus County, and further align resources and address community concerns of governance structure, accountability, and authority.\textsuperscript{13}

The identified purpose of the Stanislaus Homeless Alliance is to:

- Promote alignment and coordination of homeless services funding in Stanislaus County
- Support the further development and full implementation of the Common Agenda to Prevent and Reduce homelessness, informed by aligning the multiple homelessness plans, funding and community efforts into a single vision and integrated plan
- Coordinate the development of a shared performance measurement system to assess effectiveness, quality, efficiency, access and availability of homeless services throughout Stanislaus County
- Coordinate with community partners to ensure alignment of efforts to address and end homelessness
- Adopt Memorandums of Understanding (MOUs) necessary to align community resources to end homelessness
- Create and implement necessary committees to carry out the responsibilities of the Stanislaus Homeless Alliance
- Coordinate policies and procedures governing the provision and delivery of homeless services in Stanislaus County
- Create and implement membership rules for the Stanislaus Homeless Alliance
- Develop, follow, and update annually by laws governing the Stanislaus Homeless Alliance

The SHA structure was implemented to bring together local leadership to support developments along the housing continuum, with specific regard to emergency shelter, transitional housing, and permanent supportive housing.

\textsuperscript{13} Among some community groups and members, there is confusion and/or concern as to the SHA’s role and authority. Memos and some additional feedback from the Latino COVID-19 Coalition, the American GI Forum, CRLA, and the Modesto Citizen’s Housing and Community Development Committee can be read \url{here}.
Emergency Response Structures

Coordinated Entry

HUD mandates all CoCs, including the CSOC, create and operate a Coordinated Entry System. Coordinated Entry is a formalized process to assess and prioritize people experiencing homelessness for certain types of housing and resources in the community. The current Coordinated Entry System policies, as of June 2021, are captured in the Coordinated Entry Policies and Procedures. As of June 2021, the community is working to update these procedures.

The policies and procedures detail the Coordinated Entry process for intake, assessment, and referral within the CoC area with the goal of efficiently expanding the system’s ability to deliver the appropriate resources to individuals and families who are experiencing homelessness. Stanislaus’s Coordinated Entry System has multiple points of entry (access points at shelters, outreach teams, etc.) where households experiencing homelessness are assessed for their level of vulnerability using an assessment tool (VI-SPDAT), which generates a vulnerability score. Once the level of vulnerability has been determined, participant information is stored in a data system called the Homeless Management Information System (HMIS) and placed into a community queue, which is a list of people experiencing homelessness prioritized by vulnerability score and other factors.

Through case conferencing (where housing, homeless service, shelter and outreach providers meet in a group), persons on the community queue are matched with available housing based on their eligibility for certain programs and level of vulnerability per the community’s prioritization framework. (See page 14 of the Coordinated Entry Policies and Procedures.) Participants are then referred to the applicable housing provider and placed into the available housing unit for which they were matched.

Many providers that receive certain homelessness assistance grants must only place clients into housing through Coordinated Entry and may not place clients into housing through their own agency-based waitlists. A list of these providers can be found in the Coordinated Entry Policies and Procedures.

Homeless Response System Governance

Stanislaus County has a number of governing bodies that make recommendations, align funding, and carry out a number of other activities related to homelessness across the county. While no two homeless response systems are the same, some best practices and requirements for CoC and homeless response governance structures are outlined below.

CoC Governance Structure Requirements

Communities that receive certain types of federal and state homeless assistance funding, including funding through HUD’s Continuum of Care Program, are mandated to create CoCs, which consist of a Continuum of Care Board and general membership body with representation from housing and homelessness service providers as well as community representatives from the geographic area, with a focus on individuals and organizations involved in the system of care. CoC activities are governed by federal and state rules that outline the Continuum of Care’s responsibilities, which include applying for CoC program funds, operating the CoC, conducting CoC system response planning (that respond to homelessness), and designating a Homeless Management Information System (HMIS), as discussed below.

Across CoCs, there is no universal standard for governance structure. As defined in the CoC Interim Rule, HUD has set some specific requirements for a CoC board, but there is not a mandated governance model they must adhere to.
At a base level, HUD requires the following for CoC board membership:

- Be representative of the subpopulations of homeless persons that exist within the geographic area, and include someone who is currently or who has formerly experienced homelessness.
- Be free of conflicts of interest, and no board member may participate or influence discussions or decisions concerning the award of a grant or other financial benefits for an organization that the member represents.

In addition, a recent California State Auditor’s report, auditing CoCs in the state of California, suggested that, “although federal regulations do not specify the number of members the board must have, they require that the board must include at least one person who is currently or has been homeless and that, in addition, the board must be representative of 15 types of relevant organizations within the CoC’s area.”

Additionally, HUD is considering four additional characteristics for all board compositions for incorporation in the final rule, including:

1. All CoC boards must have a Chair or Co-Chair
2. ESG Grantee must serve on the CoC board
3. Directors serve in staggered terms
4. Have an uneven number

HUD funding streams increasingly are also providing incentives and encouragement to communities to ensure their CoCs and decision makers are representative of people served by the system of care, and also represent communities who have been marginalized and underserved by that system.

**Homeless Response System Governance: Best Practices**

As a best practice, an ideal system of care structure includes some kind of leadership group(s), a lead agency, and task groups and/or committees.

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14 These relevant organizations are defined as: Nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, homeless advocate, public housing agencies, school districts, social service providers, mental health agencies, hospitals, colleges, affordable housing developers, law enforcement, organizations that serve veterans, and individuals who are or were formerly homeless.
Leadership Group

The primary decision-making group, or Leadership Group, is the one that sets the overall vision for ending homelessness and coordinates policy and funding, with a focus on decisions as opposed to details. The group is comprised of key decision makers, informed on best practices, and overall owns the issue of homelessness in the community.

As a best practice, the Leadership Group typically includes the following:
- People with lived experience of homelessness
- Key agency heads
- Housing Authorities
- Philanthropic representatives
- Elected officials

Lead Agency

A Lead Agency can be a singular entity, like a government agency or high capacity nonprofit, or it can be multiple entities, each tasked with a specific duty. The Lead Agency provides the main support, staffing, and data used to inform decision making and analysis, and takes written assignment of responsibility from the Leadership Group. Additionally, it serves as the bridge between the Leadership Group(s) and the Task Groups and Committees and has professional staff accountable to the Leadership Group(s). The key to forming an effective Lead Agency lies in what it is charged with doing, and empowered to do, rather than how it is structured.

A Lead Agency often includes one or more of the following:
- City staff
- County staff
- Provider Staff
- High capacity nonprofit staff

Task Groups and Committees

A Task Group or Committee is the entity/group doing the groundwork to make change happen. They are in charge of the operational work and often provide the information, data, analysis, and input needed to make decisions. They include subject-matter experts and are typically dedicated to one particular topic.

Examples of common Task Groups and Committees include:
- HMIS policy
- Youth Task Force
- Racial Equity Workgroup
- Program Standards
- PIT Coordination
- Veterans Workgroup
Governance Structure Case Studies

Sonoma County California

Prior to restructuring, Sonoma County’s System of Care led to the decentralization of resources, and the confusing and often conflicting processes for obtaining and implementing those resources and measuring success, as shown by the graphic below. Leaders of the County’s multiple decision-making groups felt there was a lack of clear community vision and inability to collectively prioritize funding.

After implementing a collective-impact decision-making group that owned the issue of homelessness in the community, a new CoC structure was developed.
The newly created Leadership Council became the primary decision-making body for the Sonoma County homeless system of care and served as the HUD-required CoC Board. Consisting of four Technical Advisory Committee (TAC) members, formerly the Leadership Group, and 5 elected officials, the group focuses on high-level decision-making. The group also establishes the funding priorities and makes funding-related decisions.

The leadership council includes the following:

- 2 City Council members from the largest city in Sonoma County (Santa Rosa)
- 2 Board of Supervisors
- 1 City Council member from the second largest city (Petaluma)
- 1 Set aside for a housing developer
- 1 provider from the community
- 1 rotating City Manager
- 1 individual with lived experience of homelessness

The TAC, formerly the Leadership Group, now serves as the advisory body to the Leadership Council and is made up of 25 members with backgrounds in homeless services, housing development, or lived experience of homelessness.

**Houston, Texas**

In Houston, a more narrowly consolidated model with dedicated nonprofit staffing is used. The structure includes the CoC Steering Committee, Network and Task Groups, and the Coalition for the Homeless.

Each entity has the following duties:

- **CoC Steering Committee** – Federally mandated representative board and primary decision-making body for homeless system of care
- **Coalition for the Homeless** – Coordinates and performs all federally mandated activities and staffs the CoC Steering Committee and supporting work groups
- **Network and Task Groups** – In charge of planning, oversight, and policy recommendations to the CoC Steering Committee

**Case Study Takeaways**

The diversity of governing homeless response structures demonstrates that no one structure is universally best. A high-level model can allow for additional funds to be brought into the process by involvement of elected officials and foundations. Executive and outside voices allow for tough decisions to be made and local funding sources to be effectively aligned with community-wide goals, but must be balanced by information and decision-makers aligned around on-the-ground realities and system priorities.

**Available Homeless Assistance Funding**

Stanislaus funds services, supports, shelter and housing for people experiencing homelessness through a mix of federal, state, local, and private funding. This funding includes a variety of state and federal housing vouchers and subsidies with differing eligibility, duration, and challenges in locating housing to pair with subsidies.

Generally speaking, each homeless assistance funding source has its own complex requirements regarding what money can be used for, when it must be used by, and who is eligible to receive funding. For most federal and state homeless assistance grants, grant recipients must assess whether their clients meet complex definitions of homelessness in order to receive assistance and can only expend dollars on certain eligible activities. In addition, many grants are competitive, and funds are not guaranteed. Adding to this complexity, there is no centralized source that receives all of these funds and can work to align them. Instead, money is allocated to and administered by the County, cities, the CoC, as well as private nonprofits and other...
community-based organizations, leaving the community as a whole to figure out how best to align and allocate complex federal, state, and local grants. For an overview of some of the federal and state homeless assistance grants currently used by the Stanislaus homeless system of care, please see Appendix D.

Especially in recent years, with the influx of new forms of state and federal funding distributed to different partners, communities have struggled to align their homeless assistance funds.

Communities that do so successfully will typically:

- Have strong leadership with an understanding of federal and state grant requirements and that can monitor when new funding is released and make successful applications for competitive funds
- Have support from and collaboration with the larger community and homeless service providers to plan for use of funds and capacity to apply to request for proposals and grant applications
- Create feedback loops to get input from a diverse array of stakeholders in the community on allocation of funds
- Perform regular gaps analyses to assess needs in the community based on data, and conduct equity assessments in allocation and utilization of funds
Braiding Funding: Kansas House

To illustrate how homeless assistance projects are supported by a complex web of funding sources, here is one example from the community: Kansas House, located in Modesto, is a housing project made possible through a partnership between the Stanislaus Regional Housing Authority, Stanislaus County, and the City of Modesto. In fall of 2019, the Housing Authority was able to purchase a motel and renovate the space to create permanent housing for people experiencing homelessness. There are 103 units of permanent supportive apartments, with capacity for around 200 residents. Each unit in Kansas House is approximately 275 square feet and has bathroom facilities, kitchenette, sleeping area, and washer dryer. The total cost of this project is approximately $8M. As shown in the chart below, the project was funded through a variety of sources. Each source has their own eligibility, documentation, administering agency, and reporting requirements.

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Available Programs and Services for People Experiencing Homelessness in Stanislaus County

Programs and services available in Stanislaus County are offered through a combination of county and city departments, nonprofit and/or religious organizations, and other private entities. Existing services directly target people experiencing homelessness and also provide touchpoints with intersecting systems like behavioral health, education, and criminal justice. The community has both outreach resources, that may serve clients across the county, and brick and mortar facilities like the Modesto Gospel Mission that primarily serve clients in a certain geographic area. Similarly, homeless providers in the community provide services across the housing continuum. For example, nonprofits like Community Housing and Shelter Services (CHSS) offer families permanent supportive housing, whereas the Turlock Gospel Mission offers emergency shelter. A list of programs and services by provider or city/county department can be viewed in Appendix E.
While Stanislaus County has systems, partnerships, and resources in place to address and reduce the number of people experiencing homelessness and improve outcomes for vulnerable unhoused populations, there are also existing gaps and needs in the homeless system of care. To identify gaps, needs, and priorities communitywide, plan drafters carefully performed both an environmental scan, which included reviewing data from dozens of existing community reports and data sources, as well as an intensive community feedback collection process where a diverse array of over 1,050 community members provided feedback on homelessness in the community.

The data, information, and feedback collected is outlined below and forms the basis of the community-specific goals, strategies, and action steps to address homelessness.

**Who is Experiencing Homelessness in Stanislaus County?**

Homelessness is a crisis that is both visible and invisible. Unsheltered homeless tends to be more visible to the public, but this visibility does not always give an accurate or complete picture of the demographics of persons who are experiencing homelessness in a given area. Often left out of this highly visible category are populations still considered highly vulnerable like families, youth, or people fleeing from or with a history of domestic violence. Having an accurate understanding of the scale and demographics of the population of people experiencing homelessness is key to setting goals and designing strategies. Below is a snapshot of characteristics and subpopulations of people experiencing homelessness across Stanislaus County.

![Household Composition](image)

**Household Composition**

HMIS data shows that a majority of people within the system of care are households consisting of one adult, or single adults. In FY 2020, single adults represented 75% of the total population served, a 4% increase from the year prior where they represented 71% of the total population served. In comparison, households with children represented 15% for single parents and 7% for two or more adults with children, equating to decreases of 4% and 1% respectively from their prior reporting year.

This decrease is also reflected in PIT data, and from 2019 to 2020, the number of children under age 18 counted on a given night decreased by 43, or 17%.
Gender

Male-identified persons are overrepresented in the Stanislaus homeless system of care in comparison to their proportion of the general population in the county. This tends to be true for most communities nationally. In FY 2020, men represented 57% of those within the system of care according to HMIS data as shown on the chart to the right (2027 out of 3,614 total served). In FY 2019, they represented 55%. Comparatively on the PIT count, the percentage of men counted on a given night increased 14% from 2019 to 2020. For transgender and gender non-conforming people, it is important to note that although they are typically a numerically smaller community in homeless populations, it is known that LGBTQ+ people in general are over-represented across homeless systems of care nationally at increasing rates. For transgender and gender non-conforming people specifically, studies have shown that nearly one out of three persons experience homelessness at some point in their lives, and many report experiences of discrimination and denial of services and housing. Because of this, they may not be comfortable disclosing their identity and as a result are often not accurately reflected in PIT counts and HMIS data.

Racial and Ethnic Equity: Current Disparities in the Homeless System of Care

Disaggregating data from homeless system of care by race and ethnicity is essential to ensuring the community is working to identify and eliminate disparities and effectuate equity. Further, a majority of state and federal homeless assistance funding now requires communities to assess racial equity and implement system changes as necessary in order to receive funds. The County, as well as members of the CSoC and SHA have also expressed commitment to addressing the racial disparities in the system of care and have called for shared community understandings of standards to effectuate racial equity and more robust review of data to identify disparities.

As a starting point, looking to the existing community data is informative of what specific disparities exist. Since a community’s PIT count includes unsheltered populations who are potentially not active in a project, comparing this information to who is enrolled in a shelter and housing project, or who is in the general population according to Census data, can reveal additional context and insight related to disparities as explored below.

In Stanislaus County, this analysis showed that Black people experience homelessness at a rate of four times their proportion to the general population according to the 2020 PIT count, and Black families experience homelessness at a rate of six times their proportion to the general population. In the chart below, the race and ethnicity, as captured by the PIT and HMIS to mirror Census race and ethnicity categories, of those served in

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shelter and housing projects roughly matches the PIT demographics except for those identifying as multi-racial who are over-represented in shelter and housing projects by eight times their PIT demographics.

Disaggregating system performance data reveals that the flow of people entering the homeless system of care for the first time is also racially disproportionate for Black/African American households. In FY 2020, Black or African American households entered the homeless system at nearly five times their representation in the general population. When comparing this to the 2020 PIT count and who had experienced homelessness for less than a year, the figure was similar with people who identified as Black being over-represented at 5.3 times their representation in the general county population. Comparatively, Asian and multiple race households entered the system of care for the first time at a rate less than their representation in the general county population. However, Asian households had the highest average number of days homeless within the system at 140 days, 50 days higher than the 90-day average of those within a shelter or housing project in HMIS.

Note: To address community feedback and confusion on categorizations of race and ethnicity, both "race" and "ethnicity" comparisons are shown below. As a result, numbers will add to over 100%.
Examining the community survey and other feedback collected demonstrated that while a majority of white respondents “did not know” if everyone was treated equally in the homeless system of care, a majority of Black or African American respondents identified that they “strongly disagreed” that everyone was treated equally within the system of care. For more detail, please see Systemwide Recommended Goals Section below.

During feedback collection, advocates and stakeholders additionally noted that there is an underrepresentation of Hispanic or Latinx identified persons, including Mexican American populations, in the PIT and HMIS data when comparing the proportions of both those in poverty and the general population overall. These stakeholders posited that many Hispanic and Latinx populations are not effectively reached by outreach and homeless service providers in the community. Stakeholders explained that this lack of connection is often due to a lack of staff with Spanish language proficiency or the absence of staff that is representative of the Hispanic and Latinx community. Anecdotal feedback from providers and outreach staff in the survey and focus groups suggested that this has led to an undercount of Hispanic and Latinx persons experiencing homelessness in the PIT count and in HMIS. The data shows that Hispanic, Latinx and Mexican American populations were disproportionately affected by the COVID-19 pandemic. This population constituted 63% of all positive cases while representing approximately 45% of the general population,17 which research shows may lead to increased housing instability and other vulnerabilities for this population. Recent studies also indicate that people of color nationwide will be disproportionately affected once eviction protection are lifted and that, “Black and Hispanic renter households in particular were twice as likely as white renter households to be behind on housing payments and twice as likely to report being at risk of eviction.”18

17 Stanislaus County COVID-19 Dashboard: http://schsa.org/tabs.shtm#home
A recent article published by HUD’s Office of Policy Development and Research found that nationally, Hispanic Americans face housing barriers that include poor housing conditions and overcrowding, as well as a high level of rent burden, but do not access housing resources at rates that are proportional to their poverty level and access homeless shelters and other services at a lower rate than non-Hispanics when they do experience homelessness.\(^{19}\) The study found that, “language barriers, immigration status, national origin, geographic location, and poverty all result in difficulty accessing affordable housing and homeless services.” Further, the study discussed that many Hispanics are alienated from accessing homeless services due to geographic, cultural, and language barriers.

Several community groups in Stanislaus also noted that the community’s existing data on race and ethnicity fails to capture the diverse populations in Stanislaus County, specifically, the Mexican and Mexican-American populations. At present, current methods require clients to choose between limited racial and ethnic categories: Race: White, Asian, African American, Native American, Pacific-Islander, multiple races; and Ethnicity: Hispanic/Latino, Non-Hispanic/Non-Latino for HMIS or PIT data collection. These existing identifiers pose challenges for Mexicans and Mexican Americans who may identify as White as opposed to Hispanic or Latino.\(^{20}\) This current mode of data collection was suggested by several stakeholders to lead to an overrepresentation in the data of white people experiencing homelessness. Goal 3 provides some action steps to address this issue.

### Subpopulations Experiencing Homelessness

Out of each subpopulation\(^{21}\) recorded on the PIT count each sub-group of persons shown below saw an increase over the past three years, with the exception of veterans where the overall population decreased by 17% from 2019-2020.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterans</td>
<td>133</td>
<td>53%</td>
<td>110</td>
<td>-17%</td>
</tr>
<tr>
<td>Adults with Serious Mental Illness</td>
<td>176</td>
<td>24%</td>
<td>380</td>
<td>116%</td>
</tr>
<tr>
<td>Adults with Substance Use Disorder</td>
<td>144</td>
<td>15%</td>
<td>397</td>
<td>176%</td>
</tr>
<tr>
<td>Adult Survivors of Domestic Violence</td>
<td>130</td>
<td>48%</td>
<td>161</td>
<td>24%</td>
</tr>
</tbody>
</table>

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\(^{21}\) These subpopulation identifiers were reported by individuals experiencing sheltered and unsheltered homelessness responding to the PIT survey.

\(^{22}\) “Domestic violence” includes dating violence, sexual assault, stalking, and other dangerous or life-threatening conditions that relate to violence against the individual/family member that make them afraid to return to their primary nighttime residence.
Survivors of Domestic Violence

Of note within the subpopulations tracked through the PIT is the high prevalence of respondents identifying as Adult Survivors of Domestic Violence. When examining this group, using the Stella System Performance Module, it revealed a similar trend showing that 29% of households reported having experienced domestic violence in both FY2019 and FY 2020, a figure 11% and 12% higher than the state average of the same time frames. According to the state’s HDIS system, Stanislaus County has the third highest rate of domestic violence in the state. A comparison chart of other California and Central Valley CoCs is shown on the next page.

Housing in Stanislaus County

Understanding “who” is experiencing homelessness in the community is vital to identifying what housing opportunities and supports are needed to address homelessness. Further understanding of the rental market landscape and what housing opportunities exist in the county can help identify gaps in resources and assist the community in obtaining and prioritizing funding that is responsive to actual need.

With San Joaquin and Calaveras Counties in the north, Mariposa and Tuolumne Counties in the east, Merced County in the south, and Santa Clara, Alameda, and San Francisco Counties to the west, Stanislaus is situated as a gateway between the state’s largest metropolitan areas and some of the most famous recreational rural areas. The county has and is continuing to see an increasing population, along with a tight and expensive rental market that is growing faster than the state average. Even with rest of the state experiencing a population decline due to COVID, Stanislaus County’s population is increasing.23 While many areas in California have seen decreases in rent during the pandemic, interviews and focus groups suggest Stanislaus county is experiencing the opposite. According to the county’s Housing Element, much of this is attributed to the county’s geographic proximity to the Bay Area.24 With the combination of the Bay Area job markets, freeway access, and comparatively lower rents, finding affordable housing in the county is a difficult task.25

24 U.S. Census Bureau, American Community Survey 5-year estimates (2015-2019)
25 Stanislaus County 2015-2023 Housing Element Update (2016)
Rental Market and Available Housing

Current Housing Types & Availability

Housing stock in the county largely consists of single units (76%), meaning single-family homes typically containing one household. Buildings containing 2+ units representing approximately 16% of all housing units. Coupled with a low rental vacancy rate of approximately 2%, the data shows that the number of units available for someone trying to exit the homeless system of care is low. This point was also supported and echoed by focus groups and interviews in every jurisdiction within the county.

### Current Housing Stock

<table>
<thead>
<tr>
<th>Property Type</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Unit</td>
<td>137,469</td>
<td>75.6%</td>
</tr>
<tr>
<td>1 unit attached</td>
<td>6,443</td>
<td>3.5%</td>
</tr>
<tr>
<td>2 units</td>
<td>3,987</td>
<td>2.2%</td>
</tr>
<tr>
<td>3-4 units</td>
<td>7,295</td>
<td>4%</td>
</tr>
<tr>
<td>5-19 units</td>
<td>8,729</td>
<td>4.8%</td>
</tr>
<tr>
<td>20+ units</td>
<td>9650</td>
<td>5.3%</td>
</tr>
<tr>
<td>Mobile Home, Boat, RV, ETC</td>
<td>8,175</td>
<td>4.5%</td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td><strong>181,748</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Housing Data from the American Community Survey:

- 57.8% of units in the county are owner occupied
- 42.2% of units in the county are renter occupied
- 69.3% of housing units in the county have a mortgage
- 67.9% of housing units in the county have 3+ bedrooms
- 86% of extremely low-income households are paying more than half of their income on housing costs

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26 The rental vacancy rate uses ACS data and represents the number of vacant units for rent by the sum of the renter-occupied units, vacant units for rent, and vacant units that have been rented but are not yet occupied
Determining Fair Market Rent

Each fiscal year, the Department of Housing and Urban Development (HUD) calculates a rental rate it determines as suitable for a household to rent a privately owned, decent, safe, and sanitary unit of modest nature. The rate includes the estimated cost of utilities. Known as Fair Market Rent (FMR), this rate is then used as the basis for paying many federal and state housing assistance programs, including the Housing Choice Voucher Program and other kinds of rental subsidies.

In Modesto, FMR for a 1-bedroom is $987. Compared nationally, the Modesto FMR area is more expensive than 95% of other FMR areas in the country. Even with FMR rates based on modest housing costs, many households still are not able to meet the HUD recommended income levels to afford housing in the area. For housing costs, HUD considers a household spending over 30% of income to be housing burdened, and over 50% to be severely housing burdened. The table below shows the gross income amounts corresponding to the HUD categories.

<table>
<thead>
<tr>
<th>Unit Size</th>
<th>Cost per Month (2021 FMR)(^{29})</th>
<th>Income Needed for Housing Costs at 30% of Income</th>
<th>Income Needed for Housing Costs at 50% of Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studio</td>
<td>$890</td>
<td>$2,967</td>
<td>$1,780</td>
</tr>
<tr>
<td>1-bedroom</td>
<td>$987</td>
<td>$3,290</td>
<td>$1,974</td>
</tr>
<tr>
<td>2-bedroom</td>
<td>$1,224</td>
<td>$4,080</td>
<td>$2,448</td>
</tr>
<tr>
<td>3-bedroom</td>
<td>$1,733</td>
<td>$5,776</td>
<td>$3,466</td>
</tr>
<tr>
<td>4-bedroom</td>
<td>$2,033</td>
<td>$6,776</td>
<td>$4,066</td>
</tr>
</tbody>
</table>

\(^{29}\) 2021 HUD FMR rates
Rent and Economic Insecurity

As many renters and providers know, the FMR amounts are often not enough to cover the real-world rental prices on the market, and according to the California Housing Partnership, 15,485 low-income renter households in the County do not have access to an affordable home. Since it can often be difficult to find housing available at the HUD FMR rates, it can also be helpful to make comparisons to the median monthly gross rent figures. In 2019, the median monthly gross rent in Stanislaus County was $1,231 according to the Census American Community Survey (ACS).

Since this is the ACS gross rent estimate, it includes the contract rent plus the estimated average monthly cost of utilities like electricity, gas, water, and sewer, but not internet or cell phone expenses. According to the United States Bureau of Labor Statistics Consumer Price Index, this represents an increase of 4.41% from the previous year and 13.46% over 3 years. Comparatively for the same time frames, the California increases were 4.33% and 12.08% respectively. This means the median gross rent in Stanislaus is increasing at a rate higher than the state average. Since the median and average rent data is released in September of the following year, this increase also reflects pre-COVID numbers.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>1 Year Change</th>
<th>3 Year Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Median Gross Rent</td>
<td>$1,097</td>
<td>1.86%</td>
<td>6.82%</td>
</tr>
<tr>
<td>California Median Gross Rent</td>
<td>$1,614</td>
<td>4.33%</td>
<td>12.08%</td>
</tr>
<tr>
<td>Stanislaus County CA Median Gross Rent</td>
<td>$1,231</td>
<td>4.41%</td>
<td>13.46%</td>
</tr>
</tbody>
</table>

Similarly, wages in the county have not kept up with the increases in rent, and minimum wage in Stanislaus County follows the statewide minimum wage level between $13 and $14 per hour depending on the number of employees at the business. At these rates, gross monthly income for a full-time employee working at minimum wage falls between $2,253 and $2,427 respectively, well below the gross monthly income HUD recommends, with a minimum of $4,123 in order for housing costs to be no more than 30% of overall income of the Median Gross Rent amount. Notably, someone working two full-time, minimum wage jobs amounting to 80 hours a week would only be $383 worth of gross monthly income over the recommended HUD amount in Stanislaus County for Median Gross Rent.

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31 According to the American Community Survey Subject Definitions, “The data on gross rent were obtained from answers to Housing Questions 14 a-d and 18a in the 2019 American Community Survey (ACS). Gross rent is the contract rent plus the estimated average monthly cost of utilities (electricity, gas, and water and sewer) and fuels (oil, coal, kerosene, wood, etc.) if these are paid by the renter (or paid for the renter by someone else). Gross rent is intended to eliminate differentials that result from varying practices with respect to the inclusion of utilities and fuels as part of the rental payment.”
32 Gross income refers to total compensation before taxes or other kinds of deductions. For hourly employees, the standard calculation for monthly gross income is found by multiplying the hourly wage by the number of hours worked each week, then multiplied by 52, the total number of weeks in a year. This gives the annual gross income, which is then divided by 12 to find the monthly amount.
Within Stanislaus County, a renter would need to make approximately $23.79/hour to be able to afford the Real Median Gross Rent, substantially higher than the $13/hour rate currently in effect. To put this in perspective, a family of three with the head of household earning minimum wage would be severely cost-burdened, meaning that over 50% of their income would be going towards housing costs for the Real Median Gross Rent amount.
In fact, many households in the county are considered either cost-burdened or severely cost-burdened. For extremely low-income households, 33 86% are considered severely cost burdened.

Households considered homeless typically have extremely low incomes and often rely on a combination of Social Security, public benefits, or minimum wage. Among renter households at the extremely low-income level nationally, 36% are in the labor force, 30% are seniors, 18% have a member in their household with a disability, and another 7% are students or single-adult caregivers to a young child or household member with a disability themselves.34 Even when factoring in the amounts of benefits available and potential minimum wage earnings, this combination is often not enough to afford the high cost of housing in the county.

A comparison of common benefit amounts for Stanislaus County can be seen below:

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplemental Security Income</td>
<td>$937/month Stanislaus County average35</td>
</tr>
<tr>
<td>Social Security Disability</td>
<td>$1,258/month national average</td>
</tr>
<tr>
<td>Cash Public Assistance36</td>
<td>$429/month Stanislaus County average</td>
</tr>
</tbody>
</table>

33 There are currently several income standards defined by HUD that are used both for demographic characterization, and to determine program eligibility. Income standards are typically referred to as a proportion of Area Median Income (AMI). In this standard, Extremely Low-Income is defined as up to 30% of AMI, Very Low-Income defined at up to 50% AMI, and Low-Income defined at up to 80% AMI.

34 National Low Income Housing Coalition, The GAP. (March 2021)

35 U.S. Census Bureau, American Community Survey 5-year estimates (2015-2019)

36 Cash public assistance income includes general assistance and Temporary Assistance to Needy Families (TANF). Separate payments received for hospital or other medical care (vendor payments) are excluded. This does not include Supplemental Security Income (SSI) or noncash benefits such as Food Stamps. The terms “public assistance income” and “cash public assistance” are used interchangeably in the 2019 ACS data products.
Current Availability of Housing Designated for People Experiencing Homelessness in Stanislaus County

Along with the Point-in-Time (PIT) count, the Housing Inventory Count (HIC) similarly aims to provide a foundational understanding of shelter and housing options that exist within a community to respond to homelessness. As such, examining the HIC can be a good method for determining how much housing is currently available for people experiencing homelessness. Below is a chart that includes definitions for housing considered permanent and temporary on the HIC, as well as types of common housing in the community often utilized by unhoused populations but not specifically designated for people experiencing homelessness.

<table>
<thead>
<tr>
<th>Permanent Housing</th>
<th>Temporary Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Supportive Housing</td>
<td>Transitional Housing</td>
</tr>
<tr>
<td>Provides long-term housing with intensive supportive services to persons with disabilities.</td>
<td>Provides temporary housing accommodations and supportive services for up to 24 months, with the goal of the participant moving on to permanent housing after the program concludes.</td>
</tr>
<tr>
<td>Rapid Rehousing</td>
<td>Bridge Housing</td>
</tr>
<tr>
<td>Provides housing subsidies and supportive services for up to 24 months, with the goal of helping people to transition to self-sufficiency and retain their housing unit independently.</td>
<td>Offers temporary housing, typically for people who have been matched with a permanent housing opportunity such as permanent supportive housing or rapid rehousing and are looking for a unit to rent.</td>
</tr>
<tr>
<td>Emergency Shelter</td>
<td>Emergency Shelter</td>
</tr>
<tr>
<td>Provides beds for homeless single adults and families, often including meals, showers, case management support, and connections to the Coordinated Entry System and other services.</td>
<td>Provides temporary housing accommodations and supportive services for up to 24 months, with the goal of the participant moving on to permanent housing after the program concludes.</td>
</tr>
<tr>
<td>Other Specialized Housing Not Dedicated to People Experiencing Homelessness</td>
<td>Other Specialized Housing Not Dedicated to People Experiencing Homelessness</td>
</tr>
<tr>
<td>Senior Housing</td>
<td>Board &amp; Care</td>
</tr>
<tr>
<td>Provides care that meets the needs of an aging population, ranging from independent living to 24-hour care.</td>
<td>Licensed residential care facilities for people with special needs that provide intensive support and assistance with daily living.</td>
</tr>
</tbody>
</table>
According to the 2020 HIC, there are a total of 1,632 shelter and housing beds available to homeless and formerly homeless households in Stanislaus County. Out of that total, 65% are considered temporary, including 817 emergency shelter beds and 248 transitional housing beds, and 34% are considered permanent beds, including 12 rapid re-housing “beds” (i.e., rental subsidy spots) and 555 permanent supportive housing beds. Some programs and funding streams are also targeted toward specific populations. Available temporary and permanent housing categorized by household type can be seen in the table below.

<table>
<thead>
<tr>
<th>Shelter or Housing Type</th>
<th>Total Beds</th>
<th>% of Total Inventory</th>
<th>Beds for Homeless Households w/o Children</th>
<th>Beds for Homeless Households w/Children</th>
<th>Beds for Homeless Households w/ Only Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter</td>
<td>817</td>
<td>50%</td>
<td>643</td>
<td>152</td>
<td>22</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>248</td>
<td>15%</td>
<td>152</td>
<td>96</td>
<td>0</td>
</tr>
<tr>
<td>Rapid Re-Housing</td>
<td>12</td>
<td>.001%</td>
<td>3</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Permanent Supportive Housing</td>
<td>555</td>
<td>34%</td>
<td>316</td>
<td>239</td>
<td>0</td>
</tr>
<tr>
<td>Total Beds</td>
<td>1,632</td>
<td></td>
<td>1,114</td>
<td>496</td>
<td>22</td>
</tr>
</tbody>
</table>

**Impact of the Martin v. Boise Decision**

In September 2018 a federal ruling by the Ninth Circuit Court of Appeals determined cities were not allowed to prosecute people for sleeping on public property if there is no shelter space available. As a result of the order, cities within the jurisdiction of the court, including all California cities, worked to create emergency shelter capacity with the least amount of barriers to entrance in order to provide practical sleeping space.

In December of 2019, the Supreme Court left in place the Ninth Circuit ruling that people experiencing homelessness cannot be punished for sleeping outside on public property in the absence of adequate alternatives. In response to this decision, Stanislaus has focused on increasing the number of shelter beds and housing available with the goal that all people experiencing homelessness have the option to stay inside. Efforts in the City of Modesto included the designation of Beard Brook Park and the Modesto Outdoor Emergency Shelter (MOES) at the Tuolumne River Regional Park as the allowable site for those otherwise without shelter. With this designation, the City of Modesto enforced its no camping ordinance in other City parks.

MOES provides an example of an innovative approach for moving people from the parks and streets into shelter and housing. In February 20, 2019, MOES opened as a temporary response, employing tents for a limited term, while the County, City of Modesto, and other partners worked to create a Permanent Access Center and additional emergency shelter capacity as part of the community plan. Over 425 individuals were served at MOES. On February 26, 2019, the Board approved a Memorandum of Understanding (MOU) with

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37 Shelter and housing inventory as noted on the 2020 Housing Inventory Count Report
The Salvation Army and the City of Modesto for collaboration on Homeless Programs and Sheltering. The purpose of the MOU was to formalize the collaboration on the development of a long-term plan to create a sustainable system of care for people experiencing homelessness in Stanislaus County.

The Salvation Army operated a 156-bed emergency shelter at 330 9th Street. The MOU established a framework for the ongoing financial support of existing Salvation Army shelter operations. The MOU also provided for the existing kitchen at the Salvation Army facility to be upgraded to increase food service capacity, and allowed for other infrastructure improvements at the shelter site. In addition to these improvements, the Salvation Army created a 50-bed expansion of their existing shelter. In addition, a facility lease between the County and The Salvation Army for the improvement of 18,000 square feet inside the north half of the Salvation Army’s existing warehouse for the creation of a new Emergency Shelter with a 182-bed capacity and placement of the Access Center at the 330 9th Street site was also executed. The Access Center serves as a “one-stop” shop where coordinated services can be provided to those at risk of or experiencing homelessness. The Emergency Shelter component of the Access Center project opened in late November 2019 and the Access Center facility became operational in February 2020.

Additionally, in response to the Boise decision, the County and local jurisdictions have been working in partnership with local housing and shelter providers to address the lack of affordable housing in the community. In September 2019, there were a total of 649 beds and 239 units for shelter, transitional housing, and permanent supportive housing in various stages of construction countywide. Since that time, 533 beds and 171 units have been completed.

Looking Beyond the HIC

While the HIC illustrates the housing units within the system of care, it does not necessarily show all of the housing on the rental market that might be appropriate for people experiencing homelessness. Due to their incomes, people within or working to exit the homeless system of care will often be seeking units matching the extremely low-income category at up to 30% AMI, very low-income category at up to 50% AMI, or even sometimes the low-income housing category at up to 80% AMI. For each category, households looking for units must also compete with all higher-income households for the affordable and available rental units in the private market. For extremely low-income renters, this means not only are they competing with other households at their income level, but also those at every income category above theirs. Households at the above moderate-income level are typically only competing with other households in their same category and have more overall units available and affordable to them.

For extremely-low and low-income households, data available shows that there is a limited supply of housing that is both affordable and available within Stanislaus County. Existing units that are affordable are often unavailable and there are long waitlists for existing affordable and subsidized units. According to the Stanislaus County 2021 Affordable Housing Needs Report by the California Housing Partnership, this amounts to an additional 15,485 units that are needed across the county for the extremely low- and very low-income categories.  

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38 Area Median Income is defined as the midpoint of a region's income distribution, meaning that half of households in a region earn more than the median and half earn less than the median.

Housing Construction and the Housing Pipeline

To assess progress to meet this need, tracking new housing construction is key. One way to track this in California is to review progress on a jurisdiction’s Regional Housing Needs Allocation (RHNA), permit data submitted to the state that tracks new housing units by affordability level. It is important to note, that while RHNA requires jurisdictions develop a plan to accommodate the state’s identified number of needed housing units, it does not require, at least at this time, that the units be developed, and it does not provide any type of funding to assist with the development.

Further, there are a number of factors that influence housing development. These include environmental regulations, government regulations, land use controls, and other factors. For example, state agencies and local government compliance with state statutes can complicate the development of housing. Statutes such as the California Environmental Quality Act and sections of the Government Code relating to rezoning and general plan amendment procedures can also act to prolong the review and approval of development proposals by local governments. In many instances, compliance with these mandates establishes time constraints that cannot be altered by local governments. In addition, land use constraints can present significant challenges to development. Land use regulations in zoning ordinances influence housing production in a number of ways. The permitted and conditionally permitted uses in each zone guide new development and provide both developers and the general public an understanding of how unbuilt land will develop in the future.

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Stanislaus County 2015-2023 Housing Element Update: Chapter 6 Constraints and Modesto Housing Element
Based on the type of housing planned for development, land use restrictions may limit development plans by limiting density in particular areas.

These constraints may contribute to current data that shows that the permitting rate of units has not been enough to match the additional 15,485 units required to meet current community need. Out of the 5,225 very low-income permits\footnote{Note that for RHNA allocations, the state combines the extremely low- and very low-income categories} needed as estimated by the state through its RHNA formula, only 65 have been issued, or approximately 1.2% of the estimated need. For the low-income category, 411 out of the RHNA estimated 3,350 permits have been issued, or 12.3%. Since RHNA allocations are in reference to permits issued, it’s important to note that permits do not necessarily translate to units that have or will make it through the entire construction process. It is also important to note that although the state calculates the RHNA allocation, it does not provide funding construction estimates or even attach funding to the allocation amounts. A year-by-year progress of permits reported to the state during the reporting duration from 2015-2019 compared to the overall RHNA allocation is shown below.\footnote{California Department of Housing and Community Development, Housing Element Implementation and APR Data Dashboard. May 2021. Available at: \url{https://apr.hcd.ca.gov/APR} This link asks for a login}

In 2017, Governor Brown signed a \textit{15-bill housing package} aimed at addressing the state’s housing shortage and high housing costs. This included the Building Homes and Jobs act, which establishes a $75 recording fee on real estate documents to increase the supply of affordable homes in California. Further, initiatives like Housing Stanislaus, a county-wide initiative to build a shared visioning and policy framework for housing in Stanislaus County (effort will be underway in August 2021), development Accessory Dwelling Unit (ADU) templates through a partnership with multiple jurisdictions, and various housing related ordinance amendments aimed at accelerating housing of all types. The 2017 State Legislation also established the Permanent Local Housing Allocation (PLHA), which provides an ongoing funding source for various affordable housing related activities aimed at the acquisition, development, and preservation of affordable housing.

Both the State of California and the Federal Government is allocating funding for communities to respond to the COVID-19 pandemic in historic amounts. Funding for housing and homelessness is higher than it has been in decades, with more funding expected to be on the way. In July of 2021, California Governor Gavin Newsom signed the housing and homelessness funding package as part of the $100 billion California Comeback Plan, and in March of 2021, the American Rescue Plan Act became law. Importantly, both funding packages have their own specific set of requirements and allowable expenses that communities must work to braid together with existing funding streams.

### Placement into Housing and Housing Retention

In accordance with HUD and state guidelines, CoC and many state-funded housing programs receive referrals through the Coordinated Entry System. Within the system of care, households are prioritized for types of housing interventions based on their assessment scores and the policies outlined further in the \textit{Coordinated Entry Policies and Procedures}.

According to data from HMIS, there were 3,626 unique clients considered active in emergency shelter, transitional housing, rapid re-housing, or permanent supportive housing projects in FY 2020. This represents a decrease of active clients of around 30% from the year prior (5,144 total clients) and almost 40% from FY 2018 (6,006 total clients), largely due to decreases in clients enrolled in Emergency Shelter projects. Since prior year numbers have been heavily influenced by both COVID-19 quarantine and isolation requirements and the \textit{Martin v. Boise}\footnote{Martin v. City of Boise, No. 15-35845 (9th Cir.2019).} case, as discussed below, it can be helpful to compare the amount of people served by project type, as shown below.
<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter</td>
<td>5,020</td>
<td>4,260</td>
<td>2,665</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>306</td>
<td>199</td>
<td>301</td>
</tr>
<tr>
<td>Rapid Re-Housing</td>
<td>292</td>
<td>263</td>
<td>255</td>
</tr>
<tr>
<td>Permanent Supportive Housing</td>
<td>388</td>
<td>392</td>
<td>405</td>
</tr>
</tbody>
</table>

Examining system-level data at the household level, 3,325 households representing 5,052 people spent an average of 90 days homeless within the homeless system of care in FY 2020. Out of these households, 11% were exited from the homeless system of care to permanent destinations and 26% were exited to temporary destinations, with 14% of those who exited to permanent destinations returning to homelessness within six months.

According to the Stella System Performance Map, the number of households exiting to permanent destinations has been decreasing year-by-year, and 90% of households were only served by emergency shelters in FY 2020. Out of the households only served by emergency shelters, only 7% of those households exited to permanent housing. Rapid re-housing served 3% of total households, transitional housing served 4%, and permanent supportive housing served less than 1%. Out of all these interventions, rapid re-housing had the highest proportion of exits to permanent destinations with 87% of households served moving onto a permanent housing situation. Please see Appendix F for a full system performance map.

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44 According to HMIS data standards used in the Stella System Performance Map, “permanent destination” is defined as any of the following: permanent supportive housing, a rental or unit owned with an ongoing subsidy such as VASH or RRH, rental or owned unit without a subsidy, or staying with family or friends on a permanent tenure basis.

45 According to HMIS data standards used in the Stella System Performance Map, “temporary destination” is defined as any of the following: an institution or group/assisted foster care, long-term care, or nursing home, medical institution like a psychiatric hospital or other psychiatric facility, incarceration institution, temporary unit like a hotel or motel paid without a voucher that does not remove homelessness criteria, emergency shelter, safe haven, or transitional housing, in a temporary living situation with family or friends, or unsheltered or in another place not meant for habitation.
As the impacts of the COVID-19 pandemic become clearer over time, many organizations across the country are expecting the number of people experiencing homelessness to increase. Examining the number of people on the by-name list prior to the pandemic shows that 1,519 people were prioritized for housing on February 1, 2020. By September 1, 2020, that number had increased to 1,832. However, even prior to COVID, the number of people receiving housing interventions through the Coordinated Entry System shows a large gap in comparison to the number of people assessed. In the 2020 calendar year, for example, a total of 2,261 people were assessed as needing a housing intervention. Out of those, only 171 clients received a housing referral through Coordinated Entry and 156 clients moved into a unit.

In addition to the gap between clients assessed as needing housing and those receiving referrals to a project, Stella System Performance data also revealed that a majority of households are entering the homeless system of care for the first time. In the 2020 reporting year, 52% of households (1,730) entered the homeless system of care for the first time. Out of recorded exits from the homeless system, 11% of households exited to permanent destinations (297). This means for each household that exited to permanent housing, nearly 6 households (5.8) became homeless for the first time.46

Even when examining prior years to remove factors like the county’s 100-day assessment challenge and COVID, 58% of households (2,174) entered the homeless system of care for the first time in the year prior. Out of recorded exits from the homeless system, 14% of households exited to permanent destinations (431). This means for each household that exited to permanent housing, nearly 5 households became homeless for the first time in FY 2019. Although the number of households entering the homeless system of care for the first time decreased 6% between FY2019 and FY2020, it is still clear that there is not enough housing to match the need.

46 FY 2020 CA510 CoC LSA for reporting period 10/1/2019-9/30/2020
Project Highlights

**KANSAS HOUSE**

The Stanislaus Regional Housing Authority, in partnership with the County and the City of Modesto, converted a local motel into 103 units of second stop housing. Onsite collaboration includes ongoing case management and a drop-in center for law enforcement.

**WOMEN’S REST**

Stanislaus Affordable Housing Development Corporation (STANCO) completed rehabilitation of a single-family home to assist with five additional transitional housing beds to provide short-term crisis housing in partnership with Stanislaus County Behavioral and Recovery Services (BHRS) for individuals with known or suspected mental illness, who are at risk for homelessness, incarceration, victimization of psychiatric hospitalization.

**522 E. GRANGER**

STANCO completed the development of four permanent supportive housing units to provide permanent supportive housing to clients with mental illness referred by BHRS. The project also included a community center to provide support services to project tenants.

**201 E. COOLIDGE (PALM VALLEY)**

The Stanislaus Regional Housing Authority completed the renovation of Palm Valley to complete an additional 39 permanent supportive housing units with a Housing First model to assist those most vulnerable homeless individuals in the community.
**DOWNTOWN STREETS TEAM**

**FEBRUARY 2019 – NOVEMBER 2020**

- **105** Total Individuals Served  
- **81** Team Members  
- **24** Non-Team Members  
- **28** Secured Permanent Housing  
- **21** Secured Employment

The partnership among Stanislaus County, City of Modesto and Downtown Streets Team started on February 16, 2019. Downtown Streets Team offers low-barrier workforce training for all individuals experiencing homelessness and serves a standing team of approximately 35 members.

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**GOVERNOR’S 100-DAY CHALLENGE**

In 100 days, 100 individuals experiencing homelessness that are 65 and older and/or individuals experiencing homelessness with underlying medical conditions, will exit Project RoomKey into safe and stable housing which may include Permanent Supportive Housing or landlord engaged units with a focus on veterans, individuals with severe mental illness and/or substance use disorder, and individuals with disabilities.

The challenge began on May 27, 2020 and ended September 3, 2020. During this period, **28 homeless individuals** previously sheltered at Stanislaus County’s Project RoomKey Site have secured housing through other opportunities.

**MAY 27 – SEPTEMBER 3, 2020**

- **13** Moved into Kansas House  
- **06** Pending Move-in to Kansas House  
- **03** Moved into Permanent Supportive Housing through CIVC  
- **03** Connected to Shelter Plus Care Vouchers  
- **02** Moved into Transitional Housing  
- **01** Pending Move-in to Non-Program Housing
Access Center

On February 3, 2020, the Access Center, a “hub location” for multiple homeless programs and the entry way into the shelter system, opened at 912 D Street, Modesto, California. The Access Center serves as a one-stop hub and physical entry point for individuals at-risk of or currently experiencing homelessness to access a wide range of co-located homelessness services including centralized homeless outreach and engagement; housing assessments and navigation; and homelessness support services and referrals. The Access Center also employs a “meet you where you are” strategy that has specialized homeless outreach workers meet individuals on the street and in homeless encampment areas and encourages individuals to connect to services.

The following partners are co-located at the Access Center - Center for Human Services; Community Housing and Shelter Services; Community Impact Central Valley; Disability Resource Agency for Independent Living; Downtown Streets Team Modesto; Golden Valley Health Centers; Salvation Army - Modesto; Stanislaus County (Behavioral Health and Recovery Services and Community Services Agency); Telecare Corporation and Turning Point Community Programs.

The Housing Assessment Team (HAT), staffed by Turning Point Community Programs, works in collaboration with other community partners, recognizing that a whole-person approach is required in order to support and assist individuals out of homelessness. The first point of contact at the Access Center for those impacted by homelessness is the HAT, who completes a personalized client assessment, which is then entered into the coordinated entry Homeless Management Information System (HMIS) database. Based on the client’s vulnerability and specific needs, they are connected with housing interventions, resource information and other benefits all while receiving case managed support to navigate the system.

The Housing Assessment Team has served approximately 3,892 unduplicated individuals who were experiencing homelessness or at-risk of becoming homeless.

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**February 2020 – September 30, 2020**

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>582</td>
<td>Aided with Vital Documents</td>
</tr>
<tr>
<td>540</td>
<td>Administered VI-SPDATS</td>
</tr>
<tr>
<td>333</td>
<td>Approved for CalFresh Benefits</td>
</tr>
<tr>
<td>222</td>
<td>Approved for Medi-Cal Benefits</td>
</tr>
<tr>
<td>175</td>
<td>Aided with Transportation</td>
</tr>
<tr>
<td>133</td>
<td>Provided Hygiene Kits</td>
</tr>
<tr>
<td>50</td>
<td>Connected to Employment Training and Case Management through DST</td>
</tr>
<tr>
<td>48</td>
<td>Connected to Mental Health Services</td>
</tr>
<tr>
<td>22</td>
<td>Connected to Substance Abuse Treatment</td>
</tr>
</tbody>
</table>
Outreach and Engagement

Data and Mapping

The Planning & Development Committee subcommittee of CSOC is in the process of reviewing the type of data that is collected by outreach providers countywide and is looking to establish one universal form to measure homeless outreach data and to assist in measuring the successes and connections to services. To facilitate this effort and assist with real-time data entry, the County and the City of Modesto information technology staff are collaborating with ESRI to develop a customizable survey tool to reflect the data and success measures chosen by our community. This system will allow the outreach providers to enter data while they are in the field and a community dashboard will automatically update with GIS location of encampments and services provided and will allow for additional collaboration throughout the county with the unsheltered housing population.

Employment Continuum – Camp2Home

In working with the Downtown Streets Team, several barriers to employment have been identified, including a history of incarceration, drug/alcohol issues, and mental health issues. To address these barriers and assist individuals to become self-sufficient, the City of Modesto has launched Camp2Home, an initiative that builds upon the housing continuum with the addition of an employment continuum component. Together, the housing and employment continuum are intended to provide a process that meets people where they are that offers a stairway to self-sufficiency. The Camp2Home initiative includes five elements – Outreach, Shelter, Job Training, Employment and Housing.

To implement Camp2Home, the City of Modesto is partnering with Downtown Streets Team to add a second 25-member team for those who shelter at ACES (Expanded Downtown Streets Team) that will offer robust job training alongside key City of Modesto Departments such as Public Works, Police, and Parks. The key functions and training will include peer engagement, litter abatement, green waste abatement, and park and trail clean up. In conjunction with expanded training opportunities, Downtown Streets Team will provide an expanded job readiness curriculum to further prepare an individual for full time employment. The City of Modesto is also looking to establish employment opportunities with private sector partners such as Opportunity Stanislaus, Stanislaus Community Foundation, and the United Way of Stanislaus County and has taken part in this endeavor by recently hiring four Maintenance Aides with the Modesto Police Department to support the Modesto Police Department Blight Abatement Team. Those who receive full-time employment will partner with Downtown Streets Team in an employment-based rental assistance program to become permanently housed. The Camp2Home program is designed to continue in perpetuity to assist those unsheltered individuals reach self-sufficiency.
Community Feedback, Priorities, and Needs

Data and community reports on who is experiencing homelessness and what housing resources are required to meet the needs of this population help illustrate the needs and gaps in the current homeless system of care. However, it is equally important to assess what community members and stakeholders identify as the gaps in resources and ways the system of care can improve and better serve unhoused populations. In January of 2021, the process of collecting community feedback to identify gaps in resources and inform goals, strategies, and action steps began to take place. As noted above, the feedback collection process included local government feedback sessions with 9 government entities, 4 focus groups with providers and people with lived experience of homelessness, and 11 individual and group interviews and the community survey, which received 1,021 responses. For a complete overview of outreach efforts and specifics on the feedback process please see Appendix B.

The community survey was the most common way community members provided feedback for this plan. Therefore, an analysis of who in the community responded to the survey is necessary to ensure the feedback is as representative of the community as possible.

Survey Demographic Highlights

Of the 1,021 survey respondents there were:

- 137 people with lived experience of homelessness (paper and online survey)
- 481 people that responded ‘yes’ to the question asking whether they or someone they knew had experienced homelessness
- 107 city and county employees
- 126 business owners
- 620 property owners
- 136 individuals affiliated with faith-based community groups
- 127 individuals affiliated with service providers/community-based organizations
- 87 individuals affiliated with neighborhood groups or coalitions

Race and Ethnicity of Survey Respondents

The race and ethnicity breakdown of people who responded to the survey is detailed in the chart below and compared to both the most recent PIT count available and general population of Stanislaus County. Of the 1,021 people who completed the survey 1,011 completed the question on race. The race categories identified on the survey mirror the categories used by the US Census so the data could be compared. It is also important to note that the vast majority of respondents who choose the “other” category in answer to the race identification question wrote in that they identify as Hispanic or Latinx. In addition, over 100 people answered “preferred not to say” in response to the race identification question. For ethnicity, 148 people stated that they “preferred not to say” in response.

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47 Note that to be able to make comparisons to available Census and HMIS data, the race and ethnicity categories in the chart below were used to collect information on the community survey.
For race, underrepresentation of response to the survey was noted with regard to Black or African American and Asian respondents, who came in under the Census estimates by 1.61% and 3.81%, respectively. Although it is important to note that roughly 10% of respondents marked “preferred not to state,” the noted disparity is an opportunity for the community to continue to evaluate community data by race and adjust outreach protocols as necessary to increase proportional racial input and engagement.

For ethnicity, underrepresentation of response to the survey was noted with regard to Hispanic or Latinx respondents, including Mexican American populations, who came in under the Census estimates by 22.88%. This underrepresentation reflects community data that shows that Hispanic, Latinx, Mexican American, and Spanish-speaking communities are not effectively being reached by the system of care. To supplement this low response rate relative to the population, plan drafters reached out to a number of Latinx, Hispanic-lead organizations to collect additional feedback, including El Concilio and the Hispanic Leadership Council as well as other organizations that work with Hispanic, Latinx, and Mexican American populations including California Rural Assistance Foundation, Migrant Center, Valley Improvement Project, and the International Rescue Committee. However, feedback from some of these organizations remained low. This reflects the urgent need for the community to increase outreach and connection with the Latinx, Hispanic, and Mexican American communities in Stanislaus. Recommendations regarding better outreach to these communities are detailed in Goal 3.

Note: 1 Note that the “Race and Ethnicity” comparison chart does not add up to 100% for each category because White and Hispanic are shown in a singular comparison, rather than separating out race and ethnicity as categorized on the Census and within HMIS data.
General Findings from the Community Feedback and Environmental Scan Processes

The following sections explore the general findings from community feedback as well as the data that supports these qualitative responses in several key areas.

Causes of Homelessness

When conducting the PIT count, some communities ask additional supplemental questions along with the HUD required demographic and subpopulation data points. In Stanislaus County, capturing “reasons for homelessness” has been a standard addition for the past several years allowing for a year-by-year comparison. From 2018-2020, the top reasons people identified as causing their homelessness were: abuse or violence in the home, alcohol/substance abuse, lost job/couldn’t find work, unable to pay rent/mortgage, and being asked to leave their home. The “other” category has also consistently ranked as a top reason. An exploration of the raw data reveals that many answers in this category relate to the death of a family member or housing that was lost due to factors out of a person’s control, like a fire, owner move-in, or potential Ellis Act eviction.48

On the survey and a number of interviews and focus groups, respondents were asked what they identified as the primary reason people become homelessness in Stanislaus County. Of the 1,021 survey takers, 898 responded to this question. Answers sometimes varied by respondent population. Please see below for the

48 The Ellis Act is a California state law enacted in 1985 that allows landlords to evict residential tenants in particular scenarios where they “go out of the rental business.”
survey responses from few historically underserved populations\(^49\) and people with lived experience of homelessness.

**A majority of those interviewed and who responded to this question on the community survey identified the top three primary reasons for homelessness as:**

- Alcohol and substance abuse
- People are unable to pay their rent or mortgage
- People have lost jobs/can't find work

Notably, individuals with lived experience of homelessness or housing insecurity similarly noted these three top reasons for homelessness but identified the top cause as unable to pay rent or mortgage. See more details on responses from those with lived experience in the Feedback from People with Lived Experience of Homelessness section below.

In comparison to PIT survey results, the top three responses to causes of homelessness from survey results mostly mirror the PIT survey responses, with the exception that abuse or violence in the home and being asked to leave are consistently marked as reasons for homelessness in PIT surveys.

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\(^{49}\) Historically underserved populations are defined in this document as populations who have historically not received equitable allocations of resources or equal treatment in the homeless system of care and larger community. Typically, these populations include but are not limited to: Black, Indigenous, and People of Color (BIPOC), aging adults, LGBTQI+ persons, immigrants, persons who are non-English speakers or have limited English proficiency, people who have been incarcerated or have had involvement with the criminal justice system, youth, people with disabilities, families with children, domestic violence survivors, and chronically homeless persons.
Biggest Roadblocks to Ending Homelessness

Survey takers were asked to identify the biggest roadblocks to keeping Stanislaus from ending homelessness. Of the 1,021 survey takers, 797 responded to this question. These respondents identified insufficient mental health supports, insufficient permanent and affordable housing, and the high cost of housing as the top three roadblocks. See chart below.

Similarly, in a majority of the feedback sessions insufficient mental health support as well as lack of permanent housing were the top barriers identified with the addition of substance abuse.
Highest Priorities for Community Funding

Survey takers and interviewees were also asked to identify the highest priorities for community funding. Of the 1,021 respondents to the survey, 796 answered this question. Unsurprisingly given the barriers to addressing homelessness and causes of homelessness identified, survey respondents identified the top priorities (ranked in order) as follows:

<table>
<thead>
<tr>
<th>Priority Category</th>
<th>Percentage of Survey Respondents that Identified This Priority Category as a High Priority for Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health Support</td>
<td>54.15%</td>
</tr>
<tr>
<td>Substance Abuse Treatment</td>
<td>47.36%</td>
</tr>
<tr>
<td>Housing designated for people experiencing homelessness</td>
<td>39.94%</td>
</tr>
<tr>
<td>Housing for low- and moderate-income people</td>
<td>37.43%</td>
</tr>
<tr>
<td>Permanent supportive housing (long-term housing with intensive case management)</td>
<td>37.31%</td>
</tr>
</tbody>
</table>

Similarly, in a majority of the feedback sessions, top priorities for community funding included mental health support, substance abuse treatment and permanent housing. Community members made numerous suggestions to align supportive services, case management, and addiction treatment many of which are outlined in Goal 2 below.

Contextualizing this perception and prioritization of behavioral health services needs with data, however, it is important to note that although a large number of people in the community identified mental health support and substance abuse treatment as the highest priorities for funding, the total proportion of unhoused people identified in the PIT Count as experiencing a substance use disorder is only 19%, and adults identified with serious mental illness represent 18% of the total population of homeless individuals.

Community Perceptions of Equity in the System of Care

Survey takers were asked whether in the Stanislaus homeless system of care, everyone is treated fairly and has equal access to homeless services and housing in the community, regardless of who they are. Of the 1,021 survey takers, 769 responded to this question. A majority of these respondents stated that they didn’t know or weren’t sure of the answer to the question and the second largest majority of respondents strongly disagreed that everyone is treated fairly and has equal access to homeless services. An almost equal number of respondents either somewhat disagreed or strongly agreed with the statement.
Responses from historically underserved subpopulations are detailed below in the Gaps and Recommendations Identified by Historically Underserved Subpopulations Section. Of note, a majority trans/non-binary/gender-non-conforming and Black or African American respondents either strongly disagreed or somewhat disagreed with the statement above.

Similarly, in feedback sessions with providers, those with lived experience and other stakeholders, a significant number of respondents stated that they think there are certain populations that the homeless system of care is not effectively making connections or outreach to. Specifically, many providers and stakeholders mentioned that the homeless system of care has more limited connections and less effective outreach for Hispanic and Latinx populations and non-English speaking persons. Several providers also mentioned that LGTBQI+ populations do not feel comfortable and safe accessing services, shelter, and housing in the community because they feel they will be discriminated against. Further, some providers also mentioned that they believed having a more diverse staff would help with better outreach and services to Black, Indigenous, and other People of Color in the community experiencing homelessness. El Concilio, a community-based non-profit, suggested that specifically that it is, “important the community work closely with “trusted messengers” in the Latino community to outreach and explain in a culturally sensitive manner the available materials.” Best practices to make the homeless system of care more equitable and inclusive are detailed in Goal 3, below.

Gaps and Recommendations Identified by Geographic Area

In order to address the specific concerns and needs of cities and unincorporated area within the county to address homelessness, community feedback was requested from each local government and community by interviewing providers, as well as local government officials and members of the public at city council meetings. In addition, feedback collected by the community survey was analyzed by where respondents lived to get a better picture of the concerns, priorities, and resources that exist in each area and existing data specific to each area was analyzed. Finally, plan drafters received feedback from the Stanislaus County Chief Executive’s Office (CEO) and other County leadership to understand county-wide concerns.

The following sections outline feedback received from residents and representatives of different geographic areas throughout the county and County officials. The number of people experiencing homelessness in each area is identified by the point in time (PIT) count. Please note this represents only a snapshot of people experiencing homelessness on a single night of the year. Other data from the homeless management information system presents a more robust view as discussed in sections above.
Ceres

The City of Ceres, with a population of 48,214 (2019),\footnote{All population estimates per city are based on 2019 U.S. Census Bureau population estimates.} is home to 29 people experiencing sheltered and unsheltered homelessness, according to the 2020 PIT county. Residents from Ceres represented 4.01% of community survey takers. In addition, feedback on homelessness was provided by the Mayor of Ceres and other City Council members.

Barriers to Addressing Homelessness

The biggest barriers to addressing homelessness were identified by Ceres community members as high cost of housing, insufficient mental health support, and lack of permanent affordable housing. Community members also identified the high need for mental health and substance abuse treatment outreach to the area. Stakeholders explained that more data from the County is needed to assess how many people are experiencing homelessness in Ceres so the city can more accurately identify the needs that exist. Some stakeholders also identified wanting stronger partnerships with the County to receive this much-needed data and to monitor the number of people experiencing homelessness in the area and their needs.

Strategies to Address Homelessness

Residents recommended that if there is funding available to address homelessness it should be used for housing for people experiencing homelessness, mental health support, and housing for low and moderate-income people. Community stakeholders also identified that it is important to deal with each situation where someone is experiencing homelessness independently and that enforcement may be necessary.

County: County Department Directors and CEO

The Stanislaus County CEO staff provides leadership and management of County government including management of resources, long-range financial planning, personnel and employee relations, capital projects and organizational planning. The office and its staff, along with other key County divisions like the Planning and Community Development Department and Community Services Agency (CSA), are also involved in planning and implementing interventions to address homelessness and supporting the efforts of localities to address homelessness within Stanislaus County. On May 12, 2021, feedback was provided to plan drafters by the County officials and leadership.

Barriers to Addressing Homelessness

The biggest barriers to addressing homelessness identified by County officials were a lack of available housing paired with consistently increasing housing prices, a lack of sufficient case management, outreach resources, and system navigation support for unhoused populations, and increasing substance abuse and mental health issues across the community. In addition, County officials also noted concerns about the need to ensure that leadership in the homeless system of care has the power to make decisions about and align homeless assistance funds. Further, rental applications and their cost, as well as concerns that some landlords may not be willing to rent properties at the quality standards required by homeless assistance programs, and the need for ongoing as opposed to one-time funding from the state were also identified as barriers.

Strategies to Address Homelessness

County officials identified high priorities for funding as increasing outreach, case management, and available housing units. In addition, officials noted having a comprehensive list of available housing units would assist the community in accurately identifying availability and need. Further, officials also noted that there is a need for shelter operating funds, transitional housing, permanent supportive housing support, and funds for homeless prevention as well as support for satellite/hub and spoke services across the county.
Hughson
The City of Hughson, with a population of 7,460 (2019), is home to approximately 1 unhoused person according to the 2019 PIT count. Residents from Hughson represented the third largest city response to the community survey, accounting for 4.73% of survey takers.

Barriers to Addressing Homelessness
The two biggest roadblocks to addressing homelessness were identified by Hughson residents as insufficient mental health support and the high cost of housing. Community members also noted that there is a lack of support and prevention services for young people. These services are needed before people begin patterns of substance use.

Strategies to Address Homelessness
Hughson residents further identified the two highest priorities for community funding as being substance abuse treatment and mental health support. Residents also noted that housing designated for people experiencing homelessness is needed in the community and that facilities or initiatives that would make a significant impact for people experiencing homelessness are a women/children’s shelter, homeless to work initiatives, and day centers.

Modesto
The City of Modesto, with a population of approximately 212,616 (2019,) is home to 1,592 people experiencing sheltered and unsheltered homelessness, according to the 2020 PIT Count. Residents of Modesto comprised 63.89% of survey respondents. In addition, feedback on homelessness was provided by City Council members and members of the public on April 5, 2021.

Barriers to Addressing Homelessness
The two biggest roadblocks to addressing homelessness were identified by Modesto community members as insufficient mental health support and the high cost of housing. Further, stakeholders in Modesto identified several distinct gaps in housing or services to people experiencing homelessness including limited resources for mentally ill children, difficulty engaging people to stay in shelters and access services, lack of long-term rehabilitation services, and insufficient temporary housing to get people off the streets immediately.

Strategies to Address Homelessness
Residents recommended that if there is funding available to address homelessness it should be used for mental health support and permanent supportive housing (long-term housing with intensive case management) for people experiencing homelessness. Community members also identified several targeted solutions to addressing homelessness including public resources to show shelter and housing bed availability (i.e., a live app accessible to clients and providers), pursing existing land for development, maintaining a map of available land for development, and addressing NIMBYism through sharing personal stories of homelessness.

Newman
The City of Newman, with a population of 11,317 (2019), is home to approximately 21 people experiencing sheltered and unsheltered homelessness, according to the 2020 PIT count. Residents from Newman represented 0.41% of the community survey takers. In addition, feedback on homelessness was provided to plan drafters by the Newman City Council and members of the public attending the City Council meeting on April 27, 2021.

Barriers to Addressing Homelessness
The two biggest roadblocks to addressing homelessness were identified by Newman residents as insufficient mental health support and insufficient shelter capacity. In addition, stakeholders in Newman identified a lack of available services and supports in the community, lack of effective community protocols for mental health identification and treatment, and a lack of discharge planning and coordination as being additional barriers to effectively addressing homelessness in Newman.
Strategies to Address Homelessness

Newman residents further identified the two highest priorities for community funding as being substance abuse treatment and mental health support. Stakeholders also described other targeted strategies to effectively addressing homelessness in Newman including more coordination of discharge from hospitals and health institutions, intensive structure and support for people with mental illness, better pathways to access services in larger cities like Modesto, and a strong outreach structure to bring services and supports to Newman. In addition, community members stated that they would like to see more City/County employment engagement programs and housing solutions coupled with services, and also recommended having a homeless liaison that could link the smaller cities into what is happening with homelessness, new projects, and funding across the county.

Oakdale

The City of Oakdale, with a population of 22,936 (2019), is home to approximately 36 people experiencing sheltered and unsheltered homelessness, according to the 2020 PIT Count. Residents from Oakdale represented 3.09% of the community survey takers. In addition, feedback on homelessness was provided to plan drafters and the SHA by members of the Oakdale City Council.

Barriers to Addressing Homelessness

The two biggest roadblocks to addressing homelessness were identified by Oakdale residents as insufficient mental health support and the high cost of housing. Community members also noted that criminal records, lost jobs and the cost of healthcare present barriers. Further, Oakdale residents stated that homelessness is often caused by the combination of many of the roadblocks working together.

Strategies to Address Homelessness

Oakdale residents further identified the two highest priorities for community funding as being housing for low- and moderate-income people and housing designated for people experiencing homelessness. Residents also noted that while a congregate shelter would not be a good fit for the community, satellite services and outreach may be a better match. Oakdale community members also noted that women/children’s shelter and homeless to work initiatives would have a significant impact on homelessness.

Patterson

The City of Patterson has a population of 22,066 (2019) and approximately 78 sheltered and unsheltered persons experiencing homelessness, according to the 2020 PIT count. Residents of Patterson represented approximately 0.72% of those who took the community survey. In addition, feedback on homelessness was provided to plan drafters by the Patterson City Council and members of the public attending the City Council meeting on April 20, 2021.

Barriers to Addressing Homelessness

The biggest barriers to ending homelessness identified were the high cost of housing, insufficient mental health support, and insufficient permanent and affordable housing. Community members also discussed recidivism with the criminal justice system and how challenging it can be for people experiencing homelessness to achieve housing stability. Further, another recent community survey on COVID hardship from the Grayson Neighborhood Council showed that out of 245 survey respondents, 166 were in need of rental assistance and 136 were suffering economic hardship. However overall, the City Council and other community members reported that through the work of Naomi’s House and H.O.S.T House, the community was able to offer key services and supports to people experiencing homelessness.

Strategies to Address Homelessness

Residents and City Council members recommended that if funding is available to address homelessness in Patterson it should be used for job development, substance abuse treatment as well as housing for low and moderate-income people. In addition, community members suggested peer programing, additional transportation for participants to access services outside the city, transitional housing, and more dedicated outreach staff to work with people experiencing homelessness in Patterson.
Riverbank

The City of Riverbank, with a population of 24,482 (2019), is home to approximately 26 persons experiencing sheltered and unsheltered homelessness, according to the 2020 PIT count. Residents from Riverbank represented 3.91% of the community survey takers. In addition, feedback on homelessness was provided to plan drafters by the Riverbank City Council and members of the public attending the City Council meeting on March 23, 2021.

Barriers to Addressing Homelessness

Community members identified that substance abuse, insufficient mental health support and lack of permanent affordable housing paired with high cost of living represent significant barriers to addressing homelessness in Riverbank. Further stakeholders explained that there is motivation in Riverbank to work with the County, SHA, and others to address homelessness in the area but that these partnerships have not been accessible. Riverbank would like to see more funds available in their area to provide outreach and supports to people experiencing homelessness and stated that they have been overlooked when it comes to project and service development for people experiencing homelessness. With more support, Riverbank stakeholders believe they can make a significant impact on homelessness in the area.

Strategies to Address Homelessness

Community members in Riverbank identified the highest priorities for community funding as mental health support, housing for people experiencing homelessness, and permanent supportive housing. Stakeholders further identified other targeted strategies to addressing homelessness including funding dedicated to identifying people experiencing chronic homelessness and then starting a Host House-type program, employment training and workforce development partnerships (ex. Opportunity Stanislaus), permanent supportive housing and housing first programs with wrap-around services, transitional housing, and access to services that can get unhoused people document ready (e.g. obtaining ID cards, social security cards, etc.).

Turlock

The City of Turlock, with a population of approximately 72,904 (2019), represents one of the larger cities in the area and has approximately 232 sheltered and unsheltered people experiencing homelessness according to the 2020 PIT count. Residents from Turlock represented about 11.2% of the total community survey responses and a number of homeless service/housing providers participate in the provider focus groups. The city has a number of homeless and community-based services that support people experiencing homelessness and those at risk, including but not limited to We Care Program Turlock, United Samaritans foundation, Turlock Gospel Mission and a Haven Women’s Center of Stanislaus location. Community members and stakeholders from Turlock are active in working to address homelessness and are in the process of drafting a City-specific plans to address homelessness.

Barriers to Addressing Homelessness

Barriers to effectively addressing homelessness identified by community survey takers from Turlock included substance abuse and addiction, and insufficient mental health support. Further, community members also discussed the impact of homelessness on people’s businesses and property and expressed general concern and motivation to continue engaging leadership in addressing the issue of homelessness in Turlock.

Strategies to Address Homelessness

The top priority for community funding identified by people living in Turlock on the community survey was mental health support, housing for people experiencing homelessness and housing for low- and moderate-income people.

Unincorporated Areas

Unincorporated areas in Stanislaus County are represented by the Municipal Advisory Councils (MACs). The County Board of Supervisors established MACs throughout the unincorporated area to advise the Board on various matters. Stanislaus County has nine MACs: Knights Ferry, Denair, Empire, Hickman, Keyes, Salida, South Modesto, Valley Home, and Wood Colony.
Residents from unincorporated areas in the county represented 4.22% of the community survey takers. In addition, feedback on homelessness was provided to plan drafters by MAC representatives at a meeting on March 8, 2021.

Barriers to Addressing Homelessness

The two biggest roadblocks to addressing homelessness were identified by residents of unincorporated areas as insufficient mental health support and the high cost of housing. Community members also noted that while there is some outreach and services accessible to unincorporated areas, the outreach is not as robust as it needs to be to effectively engage people experiencing homelessness in these areas. Stakeholders also expressed that a more comprehensive awareness of the resources that exist is needed, with points of contact in the system of care, and that many residents have concerns about individuals camping or living in abandoned properties.

Strategies to Address Homelessness

Unincorporated area residents further identified the two highest priorities for community funding as being substance abuse treatment and permanent supportive housing. Residents also emphasized that housing, including both permanent and transitional housing is key, and noted that innovative housing solutions to homelessness are required for effectively addressing homelessness (shared housing, tiny homes). Further stakeholders explained that resources that encouraged housing stability are also necessary.

Waterford

The City of Waterford, with a population of 8,877 (2019), is home to approximately 6 people experiencing sheltered and unsheltered homelessness, according to the 2020 PIT Count. Residents from Waterford represented 1.23% of the community survey takers. In addition, feedback on homelessness was provided to plan drafters by the Waterford City Council and members of the public attending the City Council meeting on March 18, 2021.

Barriers to Addressing Homelessness

The two biggest roadblocks to addressing homelessness were identified by Waterford residents as the high cost of housing and insufficient permanent and affordable housing. In addition, stakeholders in Waterford identified lack of case management and support for drug use and mental health, high case manager-client ratios, barriers to transportation to access services, lack of prevention services and services for single adults as well as a lack of knowledge among the community and people experiencing homelessness on what services exist in the community.

Strategies to Address Homelessness

Community members in Waterford also identified the two highest priorities for community funding as being housing for low and moderate-income people and job development. Stakeholders further identified other targeted strategies to effectively addressing homelessness in Waterford, including affordable housing for low and moderate-income people, job development, drug addiction treatment, mental health wrap around services, life skills/training, and transitional housing using a housing first model.
## Quick View of Feedback by Geographic Area

<table>
<thead>
<tr>
<th>Geographic Area</th>
<th>Identified Causes of Homelessness</th>
<th>Identified Barriers to Addressing Homelessness and Gaps in Resources</th>
<th>Identified Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ceres</td>
<td>• Alcohol and substance abuse&lt;br&gt;• People are unable to pay rent or mortgage&lt;br&gt;• Lack of jobs/employment</td>
<td>• High cost of housing&lt;br&gt;• Insufficient mental health support&lt;br&gt;• Lack of permanent affordable housing</td>
<td>• Housing for people experiencing homelessness&lt;br&gt;• Mental health support&lt;br&gt;• Housing for low and moderate-income people&lt;br&gt;• Dealing with each situation and person independently and enforcement</td>
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<tr>
<td>County</td>
<td>• Substance abuse and mental health&lt;br&gt;• Lack of affordable housing&lt;br&gt;• Aging adults cannot afford rent because they are on fixed income</td>
<td>• Lack of available housing inventory&lt;br&gt;• Lack of case management services and system navigation support&lt;br&gt;• Lack of governance within the homeless system of care leadership to make strategic funding decisions or align multiple sources</td>
<td>• Increased case management and outreach supports across the county, including substance abuse navigation services&lt;br&gt;• More housing units, including transitional housing and permanent supportive housing&lt;br&gt;• Homeless prevention support</td>
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<td>Hughson</td>
<td>• Alcohol and substance abuse&lt;br&gt;• Lost job/can’t find work&lt;br&gt;• Being unable to pay rent or mortgage</td>
<td>• Insufficient mental health support&lt;br&gt;• The high cost of housing&lt;br&gt;• Insufficient homeless assistance funding</td>
<td>• Mental health support&lt;br&gt;• Substance abuse treatment&lt;br&gt;• Housing designated for people experiencing homelessness</td>
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<td>Modesto</td>
<td>Newman</td>
<td>Oakdale</td>
<td>Patterson</td>
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<tr>
<td>Mental illness</td>
<td>Alcohol and substance abuse</td>
<td>Alcohol substance abuse</td>
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<td>Addiction</td>
<td>Illness</td>
<td>Cost of living</td>
<td>Addiction</td>
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<tr>
<td>Lack of affordable housing</td>
<td>Mental illness leading to interactions with the criminal justice system</td>
<td>Unable to pay rent or mortgage</td>
<td>Lack of jobs/employment</td>
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<tr>
<td>Unwillingness of community to support shelter or housing projects (e.g. “Not in my back yard” or NIMBYism attitudes)</td>
<td>Insufficient mental health support and limited resources for mentally ill children</td>
<td>Insufficient mental health support</td>
<td>Lack of housing stability supports</td>
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<td>Difficulty engaging people to stay in shelters and access services</td>
<td>Difficulty engaging people to stay in shelters and access services</td>
<td>The high cost of housing</td>
<td>Insufficient mental health supports</td>
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<tr>
<td>Absence of long-term rehabilitation services</td>
<td>Absence of long-term rehabilitation services</td>
<td>Insufficient permanent and affordable housing</td>
<td>Lack of resources to prevent criminal recidivism</td>
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<td>Absence of temporary housing to get people off the streets immediately</td>
<td>Absence of temporary housing to get people off the streets immediately</td>
<td>Substance abuse treatment</td>
<td>Additional beds and services for people experiencing homelessness</td>
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<td>Satellite services with outreach</td>
<td>Additional outreach</td>
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<td>Transitional housing</td>
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<td>Peer programming</td>
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- Public resource to show bed availability
- Pursue existing land for development
- Maintain map of available land for development
- Addressing NIMBYism through sharing person stories
- Better coordination of discharge from hospitals and health institutions
- Intensive structure and support for people with mental illness
- Better pathways and outreach to access services in larger cities like Modesto
- City/County employment engagement programs
- Housing for low- and moderate-income people
- Housing designated for people experiencing homelessness
- Substance abuse treatment
- Satellite services with outreach
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<tr>
<th>Riverbank</th>
<th>Turlock</th>
<th>Unincorporated Areas</th>
<th>Waterford</th>
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<tr>
<td>• Substance abuse and mental illness</td>
<td>• Alcohol and substance abuse</td>
<td>• Alcohol substance abuse</td>
<td>• Housing affordability</td>
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<tr>
<td>• Divorce and family separation</td>
<td>• People are unable to pay rent or mortgage</td>
<td>• Lost job/can’t find work</td>
<td>• Mental health and substance abuse</td>
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<td>• Loss of jobs</td>
<td>• People have lost jobs and can’t find work</td>
<td>• Unable to pay rent or mortgage</td>
<td>• Economic issues/eviction</td>
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<td>• Rising rents, lack of housing and cost of</td>
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<td>• High cost of housing</td>
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<td>living</td>
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<td>• Transitional housing using a housing</td>
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<td>• Funding to identify people experiencing</td>
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<td>chronic homelessness and then starting a</td>
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<td>• Employment training (ex. Opportunity</td>
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<td>• Permanent supportive housing and housing</td>
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<td>• Workforce development and transitional</td>
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<td>• Services to get people document ready for</td>
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<td>housing (ID cards, Social Security cards, etc.)</td>
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<td>people experiencing homelessness and those</td>
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<td>• Permanent supportive housing</td>
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<td>• Innovative housing solutions to homelessness</td>
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<td>• Lack of access to information on homeless</td>
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<td>• Lack of case management for substance abuse</td>
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Feedback from People with Lived Experience of Homelessness

Of the total number of survey respondents, 13.51% of respondents identified as being currently or formerly homeless or housing insecure. In addition, 55.65% of respondents stated that they or someone they knew had experienced homelessness in Stanislaus County. Best practices and years of research indicate that the policy and planning are best shaped by the opinions, perspectives, and experiences of those that the policy or plan affects. Thus, it is vital to closely assess feedback from people with lived experience of being homeless and at risk of homelessness to craft workable solutions to address homelessness in the community. Below are highlights from this feedback received by the community survey.

Gaps Identification and Resource Allocation Recommendations

- On the community survey, people with lived experience of homelessness stated that the top two biggest roadblocks to addressing homelessness in Stanislaus were high cost of housing and insufficient permanent and affordable housing.
- People with lived experience of homelessness stated that the highest priorities for community funding to address homelessness were housing designated for people experiencing homelessness, housing for low- and moderate-income people, and permanent supportive housing.

Perceptions of System Equity

- A majority of people with lived experience of homelessness who took the community survey strongly disagreed with the statement that, “in the Stanislaus homeless system of care, everyone is treated fairly and has equal access to homeless services and housing in the community, regardless of who they are,” while 20.54% somewhat disagreed and 19.64% did not know or were not sure.
- A majority of people with lived experience of homelessness who took the survey also stated that the following groups are a high priority for more attention in the homeless response system: people with disabilities, children and families, low-income employed, chronically homeless, seniors, domestic violence survivors, and people with addiction issues.

Gaps and Recommendations Identified by Historically Underserved Subpopulations

A number of responses differed between some historically underserved subpopulations and the majority of survey responses. This was especially apparent in responses to questions regarding system equity and resource allocation recommendations. Highlights from three such historically underserved subpopulations are identified below:

Black or African American Respondents

Of the total number of survey respondents, 1.89% identified as Black or African American.

Gaps Identification and Resource Allocation Recommendations

- Black or African American respondents stated that the top two biggest roadblocks to addressing homelessness in Stanislaus were high cost of housing and insufficient permanent supportive housing.
- Black or African American respondents stated that the highest priorities for community funding to address homelessness were housing designated for people experiencing homelessness, permanent supportive housing, and housing for low and moderate-income people.

Perceptions of System Equity

- A majority of Black or African American respondents strongly disagreed with the statement that, “in the Stanislaus homeless system of care, everyone is treated fairly and has equal access to homeless services and housing in the community, regardless of who they are,” while 14.29% somewhat disagreed and 14.29% did not know or were not sure.
• Black or African American respondents stated that the following groups are a high priority for more attention in the homeless response system: children and families, people of color, chronically homeless, low-income employed, seniors, DV survivors, people with addiction issues and people with disabilities. Of these groups, the top two highest priority groups were identified by Black or African American respondents as people of color and people with disabilities.

Hispanic & Latinx Respondents
Of the total number of survey respondents, 17.52% identified as Hispanic or Latinx.

Gaps Identification and Resource Allocation Recommendations

• Hispanic or Latinx respondents stated that the top two biggest roadblocks to addressing homelessness in Stanislaus were insufficient mental health support and insufficient permanent and affordable housing.
• Hispanic or Latinx respondents stated that the highest priorities for community funding to address homelessness were housing designated for people experiencing homelessness, permanent supportive housing, and housing for low and moderate-income people.

Perceptions of System Equity

• A majority of Hispanic or Latinx respondents did not know or were not sure of the statement that, “in the Stanislaus homeless system of care, everyone is treated fairly and has equal access to homeless services and housing in the community, regardless of who they are,” while 22.76% strongly disagreed and 19.51% somewhat disagreed.
• Hispanic or Latinx respondents stated that the following groups are a high priority for more attention in the homeless response system: children and families, low-income employed, people with disabilities, chronically homeless, seniors and people with addiction issues. Of these groups, the top two highest priority groups were identified by Hispanic or Latinx respondents as families and children and people with disabilities.

Trans/Non-binary/Gender Non-Conforming Respondents
Of the total number of survey respondents, 1.19% identified as trans /non-binary/gender non-conforming.

Responses from trans /non-binary/gender non-conforming survey takers included the following highlights:

Gaps Identification and Resource Allocation Recommendations

• Trans /non-binary/gender non-conforming respondents stated that the top two biggest roadblocks to addressing homelessness in Stanislaus is insufficient homeless assistance funding and insufficient permanent and affordable housing.
• Trans /non-binary/gender non-conforming respondents stated that highest priorities for community funding to address homelessness were housing designated for people experiencing homelessness, permanent supportive housing, and housing for low and moderate-income people.

Perceptions of System Equity

• A majority of trans /non-binary/gender non-conforming respondents somewhat disagreed with the statement that, “in the Stanislaus homeless system of care, everyone is treated fairly and has equal access to homeless services and housing in the community, regardless of who they are,” and 20% strongly disagreed.
• Trans /non-binary/gender non-conforming stated that the following groups are a high priority for more attention in the homeless response system: children and families, LGBTQI+, people of color, chronically homeless, low-income employed, seniors, DV survivors, people with addiction issues and people with disabilities. Of these groups, the top two highest priority groups were identified by trans /non-binary/gender non-conforming respondents as low-income employed persons and LGTBQI+ populations.
RECOMMENDATIONS FOR
IMPLEMENTATION

Framework for Implementation of Goals, Strategies and Action Steps

Strategic plans identify needs, gaps, and barriers to addressing homelessness, but the outcomes for the community come primarily through the implementation of the strategies and actions steps towards the identified goals. Identified goals and strategies can be used to design an implementation response, while understanding that changes in circumstances and resources may dictate changes to action steps. The SHA and CSoC will need to work together with the County, each city, unincorporated areas, stakeholders, community members, and those with lived experience of homelessness to ensure accountability and successful implementation of this plan.

From the community feedback, data and reports, and gaps in the system identified, as well as an analysis of existing resources and system in the community, the following goals, strategies and action steps were drafted. In order to successfully prioritize and implement these goals, strategies, and action steps, the following framework for implementation is recommended.

In order to best assist the implementation of identified goals, the following process is recommended:

1. Create a Joint Executive Committee between the CSoC and SHA to take ownership, leadership, and accountability of the strategic plan implementation
2. Collaboratively prioritize strategies into short-, medium-, and long-term timeframes, considering available resources, impact, and support for each
3. Select initial strategies for implementation, based on capacity, and assign responsibility to a lead entity or smaller task force
4. Establish clear and consistent communication channels and feedback loop between CSoC, SHA, Joint Executive Committee, and the lead entity or smaller task force for each strategy, with reports to the SHA and CSoC at least quarterly
5. Convene annual summit and community stakeholder session to report on progress of goals to allow for accountability and create ongoing opportunities for community feedback

Create a Joint Executive Committee between the CSoC and SHA to take ownership, leadership, and accountability of the strategic plan implementation

Developing a strong governance structure for implementation is essential to ensuring the body charged with operationalizing the goals, strategies, and action steps has the power and access to resources it needs to accomplish the priorities set by the plan. Without the right implementation structure, a community risks duplication of efforts, nonaligned policy and funding decisions, and an unwieldy bureaucratic structure.

It is recommended that a Joint Executive Committee between the CSoC and SHA have ownership of interpretation and operationalization the goals, strategies, and action steps;
establishing the “how,” “how much,” and “by when” of each. The CSoC and SHA should still maintain ownership over the larger policy and visioning decisions, with the Joint Executive Committee more narrowly focusing on interpreting the existing goals, strategies, and action steps established through this plan. This Joint Executive Committee structure allows for split focus between governance groups, with the CSoC maintaining ownership over HUD mandated duties and processes, like the Continuum of Care (CoC) Competition.

Along with the Joint Executive Committee, there should be an Administrative Entity that provides staffing and support to track progress on the implementation of the strategies and provides staffing and support for overall monitoring of the implementation plan, and a smaller task force for each strategy, with a specific entity assigned to specific action steps if deemed necessary. The diagram below provides an example of what the Joint Executive Committee governance structure could look like, and its relationship with the SHA and CSoC.
Joint Executive Committee collaboratively prioritizes strategies into short, medium, and long-term timeframes, considering available resources, impact, and support for each

When resources are finite, a long list of strategies and actions to implement can seem daunting. Categorizing strategies by timeframe, and then prioritizing ones more immediately achievable, can both build confidence in the process and lay out a clear path for accountability.

It is recommended that strategies be prioritized into short-term timeframes ready for implementation within 2 years or less, medium-term for full implementation within 2 to 3 years, and long-term for implementation within 4 to 5 years or more. To build buy-in and promote collaboration, prioritization could be done in consultation with stakeholders and community partners, with results reported out to the SHA and CSoC. One initial strategy could be asking for community adoption of goals and action steps.

Joint Executive Committee selects initial strategies for implementation, based on capacity, and assigns responsibility to a lead entity or smaller task force

Strategies and action steps already in the implementation phase, and those more immediately achievable, should be prioritized by the Joint Executive Committee as the first wave of implementation. As support for the plan builds, this is also a good way to bring stakeholders and community members into the implementation process.

For each strategy, there should be a singular lead entity or task force that holds ownership, including deciding upon a more detailed implementation timeline and objective measures of success.

Establish clear and consistent communication channels and feedback loop between CSoC, SHA, Joint Executive Committee, and the lead entity or smaller task force for each strategy, with report outs to the SHA and CSoC at least quarterly

In order to prevent duplication of efforts, establishing a clear and consistent channel for communication and feedback between the CSoC, SHA, Joint Executive Committee, and lead entities is key. Since the Joint Executive Committee will contain both CSoC and SHA members, there should be a baseline level of continuity between leadership bodies that allows the sharing of information. To ensure a consistent communication channel, it is recommended that updates on implementation of the strategic plan is clearly presented at least quarterly in the form of a standardized report. This consistent schedule and standardized reporting can also help provide a clear path for accountability.

Convene annual summit and community stakeholder session to report on progress of goals to allow for accountability and create ongoing opportunities for community feedback

In order to lay a path of accountability for both the leadership bodies involved and broader community, it is recommended that an annual summit be convened to report out on the progress of the goals. Not only could this serve as an outlet for community feedback, but it could also align with other regulatory requirements like the HUD required annual gaps analysis. Additionally, the annual summit could also be a way to build community support for addressing homelessness and provide a communication outlet to showcase the great work being done in the community.
These goals, strategies and action steps, per the framework above, are recommended to be implemented over a five-year period. The goals, strategies, and action steps detailed were identified through the extensive community feedback collected during the strategic planning process. While they do not include every single comment provided by community members, they represent consensus and best practice-based recommendations, suggested by the community. There will be ample opportunity for additional community feedback, input and planning during the implementation phase as well as through annual updates to the plan/goals and strategies.

Please note the goals, strategies and action steps are not mandatory but instead present community-sourced recommendations to address homelessness in Stanislaus County that may be adapted to meet changing circumstances and funding resources. Further, these goals are not listed in order of priority. Prioritization must be established through community collaboration during the plan implementation phase through community feedback, per the implementation framework.

Goal 1: Increase availability of permanent housing for people experiencing homelessness

1.1 Strategy: Streamline and coordinate support for community development projects to create permanent housing for people experiencing homelessness

Action Steps:
- Establish a Housing Committee consisting of local developers, providers, CoC members, relevant Planning and/or Building Department staff, individuals with lived experience of homelessness, and other relevant stakeholders to identify and track potential funding streams, and explore public/private partnerships to expand housing options
  - Organize and coordinate around related funding and planning efforts, particularly across jurisdictions and interconnected systems through the Consolidated and Mental Health Services Act plans
  - Conduct a housing needs assessment that expands on requirements set forth in the Housing Element and Regional Housing Needs Assessment (RHNA) and the Annual Progress Reports (APR) to include:
    - Housing availability impact on special populations such as seniors or those on fixed incomes, children aging out of foster care, people with disabilities, recently released convicts, and farm workers
  - Review HCD’s Excess State Sites and Surplus Local Land Maps to identify potential locations to pursue affordable housing development
- Conduct centralized outreach that includes increased focus on developer recruitment for permanent housing projects
  - Create a coordinated fiscal infrastructure for development partnerships with community development corporations
  - Maintain a countywide list of vacant land that could be used for development and ensure this list is accessible to all agencies and local jurisdictions
  - Identify housing developer relationships outside of standard players and financial institutions
  - Continue community partnerships with the Housing Authority for future development projects to leverage development expertise
o Expand focus on development of permanent supportive housing with a high level of supportive services for residents
  o Work with city staff, including local planning departments and elected leadership, to identify potential locations and build community support for new housing sites
    ▪ Ensure review of HCD’s excess state sites map, surplus local land map, and site check tool when identifying locations for affordable housing development
  o Expand locally dedicated resources to provide fund matching for new state and federal opportunities
    ▪ Identify local homelessness-related funding supplemented by recent federal stimulus packages that can be redirected to provide additional local matching leverage
  o Encourage and support local government structures to create financial incentives for both private and nonprofit developers, locally
  o Explore if local zoning codes are currently taking advantage of changes in state laws to support development of accessory and junior accessory dwelling units
  o Identify opportunities to coordinate and leverage pre-development funds to incentivize nonprofit developers who are less likely to have capital reserves available for upfront costs
  o Continue to identify other innovative solutions to permanent housing

1.2 Strategy: Use innovative strategies to convert existing building stock (i.e. hotels, motels, existing structures) into permanent housing for people experiencing homelessness

Action Steps:
  o Maintain countywide resource identifying existing properties for conversion
  o Provide outreach to all cities throughout the county as well as the Municipal Advisory Council to identify interest and support in new permanent housing development projects
  o Designate a liaison to make regular announcements about funding opportunities and resources to support conversion at City Council and Municipal Advisory Council meetings
  o Maintain a resource library or hotel/motel conversion toolkit that can be used by all cities/organizations interested in conversion projects
    ▪ Ensure the toolkit contains guidance for dealing with community resistance
    ▪ Ensure the toolkit contains guidance around federal and state development requirements
    ▪ Ensure the toolkit contains budget recommendations that includes a budget for supportive service and case management staff
  o Make regular presentations to the CSoC and larger community on successful conversion projects and processes
  o Explore if local zoning codes are currently taking advantage of changes in state laws to support development of accessory and junior accessory dwelling units

1.3 Strategy: Address resistance to development of new permanent housing for people experiencing homelessness

Action Steps:
  o Identify barriers that past development projects have faced and the specific nature of community resistance
  o Create a social marketing media campaign to address stereotypes about people experiencing homelessness and how new housing developments for this population will affect neighborhoods
  o Create opportunities for people experiencing homelessness to share their personal stories
  o Ensure homeless system of care representatives can provide support and expertise at City Council or other local meetings where community members express concern for development projects
  o Develop community engagement toolkit detailing suggested engagement process, resources, and best practices for systemwide use
  o Greatly expand community outreach and engagement for upcoming Housing Needs Assessment and set geographic and demographic engagement metrics
1.4 Strategy: Increase pool of participating landlords and explore landlord engagement and risk mitigation strategies

Action Steps:

- Creation of a communitywide centralized landlord engagement list and system
  - Centralize and coordinate outreach system to landlords
  - Hire staff with expertise in real estate and making connections with property owners
  - Dedicate funds to housing specialists to create new housing inventory
  - Designate funding to retain housing navigators that work across the system to support clients through the system and become document ready for housing
  - Include support line for landlords to call with concerns about clients who are placed into units through coordinated entry/homeless system of care
  - Create a manage a communitywide landlord mitigation fund
  - Explore universal rental application options

- Increase available training on sales techniques to increase landlord engagement at the provider level while system is transitioning to a more centralized framework

- Host a housing/tenant fair and invite potential landlords to meet clients and get questions answered for streamlined housing placement; highlight a client/landlord success story at such an event and in other outreach materials

- Utilize landlord testimonials whenever possible highlighting benefits, such as rent paid consistently and on time, the reliability of external support if issues arise, and risk mitigation as back-up for damages if they are to occur

- Undertake an outreach and communications campaign to support landlords in understanding the benefits of partnership and risk mitigation approaches

- Train all staff on new funding sources and eligible funds for landlord incentives or landlord mitigation funds

- Create a comprehensive list of funding sources that allow landlord incentive costs

- Conduct education campaign with housing navigators, locators, case managers, and clients around California’s new Source of Income Discrimination Law\(^{51}\) that prevents landlords from discriminating tenant selection based on the source of the rent payment

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\(^{51}\) As of January 1, 2020, California Senate Bill 329 prevents landlords or residential rental housing providers from discriminating based on the source of income. It further defines the term “source of income” to mean verifiable income paid directly to a tenant or to a representative of a tenant, or paid to a housing owner or landlord on behalf of a tenant, including federal, state, or local public assistance and housing subsidies, as specified.
Best Practice: Landlord Engagement

Effective landlord engagement is a tool that many communities – even those in high cost rental markets – can successfully implement to help communities quickly house and spend down funding. Building relationships, including understanding and addressing landlords’ concerns, is key. Landlord engagement is both a system level intervention and an individual skill. Several landlord engagement strategies have proven especially effective in engaging landlords and property managers as partners in addressing homelessness:

✓ **Access Through Outreach:** Create a campaign and ensure it reaches landlords and property managers. Get the word out about the program in landlord and business association publications and at meetings and gatherings. Engage participating landlords to tell their stories of success with the program to their peers.

✓ **Develop Messaging:** While there are many advantages to participating in a housing program, landlords often have anxiety and concerns about renting to people who were recently homeless. Develop materials that help explain the advantages and the approaches the program takes to ensure the landlord’s property will be respected, the client will be supported, and rent will be paid.

✓ **Address Barriers for Individual Tenants:** Create a portfolio for the client, including letters of support from community members who know the client or information about the client’s background and the steps they have taken. Help with criminal record expungement and credit repair. Provide opportunities for the potential tenants to meet landlords one-on-one to create a personal connection.

✓ **Landlord Risk Mitigation:** Ensure landlords have somebody they can call if they have concerns and explain the risk mitigation fund that provides compensation if issues arise. When a client is not a good fit for a unit, programs should move quickly to prevent the need for an eviction proceeding.

✓ **Build Lasting Relationships with Landlords Over Time:** Support the landlord to have a positive experience with clients and continue building the relationship between the landlord and program over time. Landlords often appreciate the ability to fill vacant units quickly without the cost of advertising and having guaranteed monthly rent.

Best Practice: Landlord Engagement Community Example

*New Beginnings Counseling Center, Santa Barbara*

In order to provide a call-to-action for landlords to contact the agency and learn more about how they can house community members, New Beginnings released a series of Public Service Announcements (PSAs). The series aimed to create collaborative partnerships with landlords due to the context of a housing shortage in Santa Barbara County. The PSAs featured a variety of landlords saying why they thought it was important to house people and the benefits of collaboration. Please find examples of the PSAs [here](#). In addition to their PSA, New Beginnings also recognizes someone annually with their Landlord of the Year Award. Find more information on this project [here](#).
1.5 Strategy: Support and build capacity for shared housing programs

Action Steps:
- Identify community organizations willing to take ownership of and push forward shared housing projects
- Focus initial shared housing efforts on certain subpopulation populations, including single adults, seniors, and youth
- Create toolkits for programs to use when approaching landlords about shared housing (template leasing, roommate matching etc.)
- Educate and promote shared housing as an effective communitywide tool to create more permanent housing opportunities

1.6 Strategy: Explore opportunities to create more permanent housing for survivors of domestic violence

Action Steps:
- Support victims service providers and others to apply for additional funds available to create additional permanent housing and supports survivors of domestic violence
- Increase community understanding that domestic violence includes dating violence, sexual assault, stalking, and other dangerous or life-threatening conditions that relate to violence against an individual/family member that makes them afraid to return to their primary nighttime residence
- Engage victims service providers and those with lived experience of domestic violence in the homeless system of care governance structure processes and decision-making
- Continue to review and monitor data regarding causes of homelessness to assess allocation of resources to this population

Goal 2: Increase access to and availability of mental health, substance abuse treatment, and other supportive services to increase housing stability and well-being in the community

2.1 Strategy: Expand case management and supportive services to assist people experiencing homelessness to increase housing placements and housing stability communitywide

Action Steps:
- Design a countywide case management and supportive service framework to support people across the housing continuum (from entry to the homeless system of care to housing and beyond)
  - Design centralized mental health assessment process for all participants in need, not just those with serious mental illness
    - Leverage support from existing resources, such as Managed Care Plans, including Health Plan of San Joaquin and Healthnet, to treat mild to moderate mental health issues, private Health Care plans, and Federally Qualified Health Centers (FQHC), and build up these partnerships into a strong continuum across the spectrum of mental health care
  - Create financial strategy to support expansion of case management, supportive services, and housing stability support County-wide
    - Evaluate all new funding sources to determine if there are opportunities to use funds to support an increase in case management and supportive services across the system of care
    - Develop pools of funding that can be used to support case management
    - Develop by name a list of people with serious mental illness who are experiencing homelessness
    - Increase peer outreach and support to create jobs and meaningful support systems for people experiencing homelessness
  - Increase community capacity for mental health outreach services throughout the entire county, especially to smaller local jurisdictions
- Reach out to the trusted messengers in the Hispanic/Latinx/Mexican American and Spanish Speaking communities and engage those agencies/individuals with experience in case management, and who offer bi-lingual services
- Ensure that mental health outreach approaches are linked to connecting individuals to permanent housing and support
- Ensure community education to support the understanding that case management and supportive services are essential to any funding allocation or budgeting process to support the success of clients in temporary subsidy programs and success of the housing first approach, required by many state and federal funding sources
  - Provide ongoing trainings and support to individual programs to support effective case management partnerships and any internal administrative or financial changes needed to facilitate additional case management and supportive services in community organizations
  - Increase number of community trainings on supportive service and case management strategies available to providers
  - Increase supports available for survivors of domestic violence, abuse, and human trafficking, and expand trainings on best practices to support survivors across the community

2.2 Strategy: Increase access to low-barrier transitional housing with strong pathways to permanent housing

**Action Steps**
- Dissemination of resources and training to support successful creation and implementation of transitional housing models that lower barriers and provide clear pathways to permanent housing
- Support transitional housing programs to align with principles set forth in [HUD’s 2019 Recovery Housing Policy Memo](#) including:
  - Program policies and operations that ensure individual rights of privacy, dignity and respect, and freedom from coercion and restraint
  - Expected program outcomes that emphasize exits to permanent housing and the development of positive relationships
  - Program design is less restrictive than in-patient treatment settings but include 24-hour staff, access to ongoing treatment options, high level of services and support available to be offered by both peers in recovery and professionals, and requires periodic meetings with a case manager;
  - In cases of relapse, the program holds the unit of the program participant for up to 90 days so that the program participant can receive other treatment services and retain their housing
- Develop partnerships between CSOC, providers, and property developers interested in providing low-barrier transitional housing across the County that have direct pathways to permanent housing
  - Ensure all transitional housing providers are involved in Coordinated Entry so persons in transitional housing can be assessed and on boarded onto the community queue for permanent housing
  - Develop partnerships with cities to facilitate development of new transitional housing facilities connected with permanent housing

2.3 Strategy: Increase availability of voluntary substance abuse treatment programs

**Action Steps:**
- Create and maintain a centralized information source with all substance abuse treatment, recovery, and sober living resources options across the county publicly available and accessible to all homeless service providers
- Engage in community strategic fiscal planning and funding alignment to increase access and opportunities to substance abuse treatment across the entire County without diverting funds from permanent housing for people experiencing homelessness
  - Ensure that state homeless assistance funds and other funding mandated to be aligned with housing first principles are not used for this purpose while identifying other grant opportunities
that allow for substance abuse treatment (e.g. SAMSHA, MHSA) and recovery or sober living environments

- Respond to community need for recovery services that do not have time-limited stays, but instead provide long-term support and services
  - Increase linkages from shelter and housing to recovery programs for participants who are interested in receiving substance abuse treatment
  - Increase linkages between recovery programs and employment resources
  - Increase connections and partnerships between the CSoC and substance abuse treatment providers and provide assistance to substance abuse programs to align with principles set forth in HUD’s 2019 Recovery Housing Policy Memo including:
    - Program participation is self-initiated (there may be exceptions for court-ordered participation) and residents have expressed a preference for living in a housing setting targeted to people in recovery with an abstinence focus
    - There are minimal barriers to entry into programs, so that long periods of sobriety, income requirements, clean criminal records, or clear eviction histories are not required for program entry
    - Along with services to help achieve goals focused on permanent housing placements and stability, and income and employment, programs provide services that align with participants’ choice and prioritization of personal goals of sustained recovery and abstinence from substance use
    - Relapse is not treated as an automatic cause for eviction from housing or termination from a program, or to de-prioritize people for housing or services
  - Increase community access to low or no cost substance abuse treatment options outside of current Behavioral Health and Recovery Services (BHRS) framework

Goal 3: Achieve equity in governance, outreach, provision of services, program participation, and outcomes while improving outreach, care and culturally attuned services to vulnerable and historically underserved subpopulations

3.1 Strategy: Increase diversity and community representation in system of care governance structures

Action Steps:
- Create a committee to assess equity of system of care governance structures and design community-approved racial equity toolkit
- Utilize existing racial equity resources to develop a shared community understanding of racism, equity, racial disparities, and cultural/competency/humility and develop a community-approved racial equity toolkit that can be used by all system of care governance structures to assess equity in their own bodies, decision-making, funded-community programs/projects, programmatic access and outcomes
  - Recommended racial equity resources include:
    - GARE Racial Equity Toolkit
    - Centering Racial Equity in Homeless System Design
    - COVID-19 Response and Recovery Racial Equity Toolkit
    - Staff Orientation to Racial Equity
- Ensure that participation on the committee includes outside organizations for accountability (e.g., legal-service providers or other advocacy-based organizations)
- Perform annual monitoring efforts to ensure equity in representation of system of care governance boards and general membership as well as in the administration of system of care governance board activities
  - These efforts should include assessment of whether board membership represents the racial and ethnic breakdown of the general population as well as those experiencing homelessness
  - These monitoring efforts should also create a yearly report of recommendations and action steps for the subsequent year
o Ensure that bylaws encourage or mandate a certain percentage of community representation (not providers or local government officials or representatives) on system of care governance boards

o Provide at least annual trainings on inclusivity, diversity, and racial equity for system of care governance boards

3.2 Strategy: Support community to increase capacity for diversity, equity, and inclusion among homeless service and housing providers

Action Steps:
- Create training schedule so that the community provides at least annual trainings to homeless service providers on inclusivity, diversity, and racial equity
  - Ensure these trainings are mandatory for, at a minimum, CoC and ESG recipients and subrecipients
  - These trainings should also address how to create a more diverse staff representative of the populations served while adhering to governing anti-discrimination laws and policies

3.3 Strategy: Work across the community, governance structures, and stakeholders to increase outreach, engagement, and culturally attuned services to vulnerable and historically underserved populations

This document identifies, and encourages the community to identify, vulnerable and historically underserved populations including but not limited to: Black, Indigenous, and People of Color (BIPOC), aging adults, LGBTQI+ persons, immigrants, persons who are non-English speakers or have limited English proficiency, people who have been incarcerated or have had involvement with the criminal justice system, youth, people with disabilities, families with children, domestic violence survivors, chronically homeless persons and others. The following action steps focus on some of these communities as examples. However, the community and system of care governance structures should ensure that all vulnerable and historically underserved subpopulations are included in planning discussions considered in allocation of funds, community decision-making and the targeting of essential homeless services and housing opportunities.

Action Steps:
- Apply best practices to increase care and culturally attuned services to all vulnerable and historically underserved populations
  - Leverage available homeless prevention funds to keep vulnerable populations housed
  - Increase diversity and representation of those with lived experience who are part of historically underserved populations on homeless system of care governance boards
  - Increase diversity (e.g. racial, ethnic, culture, geographic location, language(s) spoken, age, sexual orientation, gender etc.) and representation of outreach teams so that outreach staff is representative of the population(s) being served
  - Increase peer support in all housing and service programs
  - Reach out to community-based organizations who are familiar with “where” the underserved populations are in the county and have best practices established to reach them
  - Assess HMIS/PIT race and ethnicity categories to assess inclusivity
    - Include HMIS and PIT data collection modalities for Mexican and Mexican American ethnicity/race category so data for this population can be disaggregated from Hispanic/Latinx/White race and ethnicity categories
  - Increase diversity and representation of program staff and decision-makers
  - Conduct ongoing diversity, equity, and inclusion training with all homeless system of care governance structures and providers
  - Conduct ongoing training on trauma informed care and cultural competency & humility

- Increase housing opportunities, services, and support to Black, Indigenous, and People of Color (BIPOC) experiencing or at risk of homelessness
  - Provide level setting trainings for the community and homeless service and housing providers on racism, micro-aggressions, and implicit bias
• Work towards incorporating assessment of racial equity into grant application processes and competitive funding application opportunities to reward increased participation
• Support equity committee to perform bi-yearly equity data analysis
  • Assess whether there is racial equity in the provision of services, housing placements and program outcomes
  • Assess whether BIPOC are less likely to receive homeless assistance
  • Assess whether BIPOC are less likely to receive positive outcomes from homeless assistance
  • Assess whether the outcomes are the result of program or community level barriers
  • Review results and action steps of the bi-yearly equity analysis with the entire CSoC
• Build in program equity assessment as a part of CoC and ESG monitoring and other auditing processes
• Acknowledge, make space, and create feedback systems for leaders and community members to discuss experiences of racism and discrimination at meetings or within organizations
• Making sure that all “trusted messengers” outreaching to BIPOC communities are enlisted and working towards racial equity

  o Increase housing opportunities, services, and support to aging adults experiencing or at risk of homelessness
    • Activate community partnership with Area Agency on Aging, Commission on Aging and other resources that serve aging adults, including local senior centers and leverage these partnerships to prepare for the steady increase of aging adults experiencing homelessness into the homeless system of care
    • Leverage available homeless prevention funds to keep aging adults housed
    • Increase representation of aging adults with lived experience of being unhoused at risk of homelessness on system of care governance boards
    • Support shared housing projects for aging adults
    • Support homeless system of care partnerships with each local jurisdiction to increase number of board and cares and skilled nursing in-patient (SNIF) facilities while ensuring identification of funding outside of homeless assistance grants to support development of these facilities
    • Support efforts of aging adult groups to secure localized cash benefits for aging adults

  o Increase housing opportunities, services, and support to immigrants and non-English speaking residents experiencing homelessness or at risk of homelessness
    • Increase language capacity of outreach teams
    • Use community resources to support 24-hour access to language lines and translation services for people experiencing homelessness who do not speak English or have limited English proficiency
    • Ensure that all public community meetings have Spanish translation and other languages available, as appropriate given the population of attendees, members, and the larger geographic area
    • Ensure community documents are translated into Spanish and other languages, as appropriate given the population served
    • Make accessible community trainings to all homeless service providers regarding what is required regarding documentation of citizenship for CoC, Emergency Solutions Grants and other homeless assistance grant programs to ensure undocumented individuals receive the services to which they are entitled
    • Eliminate all unnecessary documentation requirements to allow for those who are undocumented to access the homeless and housing services to which they are entitled

  o Increase housing opportunities, services, and support to LGBTQI+ residents experiencing homelessness or at risk of homelessness
    • Incorporate gender and sexual orientation inclusive language into program and community documents (e.g. use gender neutral language, expand identify categories on intake forms) and increase signs that signal inclusivity (e.g. rainbow flag)
- Support homeless provider outreach and partnership with LGBTQI+ services to identify homeless service providers with inclusive practices and establish broader knowledge on how to best serve the LGBTQI+ population
- Create community list of housing providers that are safe and welcoming for transgender tenants and other LGBTQI+ folks and increase supportive services targeted to LGBTQI+ community members
- Implement shared housing projects for LGBTQI+ youth or other LGBTQI+ subpopulations
- Conduct community training on updates to the equal access rule and how other non-discrimination policies apply to the LGBTQI+ community

  - Increase housing opportunities, services, and support to youth experiencing or at risk of homelessness
    - Support youth providers and support extension of youth outreach to outlying areas in the county
    - Continue to build partnerships and collaborate with the McKinney-Vento Liaison and Stanislaus Office of Education
    - Increase access to mental health and substance abuse treatment for youth, connections to employment and financial education as well as peer support
    - Expand capacity of Coordinated Entry to include youth specific housing and youth navigation services
    - Increase community awareness about youth sex trafficking and ensure there are community services and housing to support homeless survivors

**Best Practices: Applying a Racial Equity Lens to Data Collection Community Examples**

North Carolina’s Balance of State CoC established a Racial Equity Subcommittee in 2019, which conducted racial equity assessments in both 2019 and 2020. Both reports conducted data analysis through a racial equity lens using federal and state data analysis tools to dig deep, each year focusing on two specific data queries. The 2019 report focused on 1) how the homeless population differed from the general population and 2) who is accessing housing in the system. The 2020 report looked at 1) who the CoC served compared to people in poverty and 2) who accesses permanent housing in the CoC. Both reports concluded with specific next steps, including key areas for action, strategies, and activities that the CoC takes each year to advance a more fair and equitable homeless system of care.

In Alameda County, CA, the Oakland-Berkeley-Alameda County California CoC saw a 43% increase in homelessness in the region. The steep increase led them to undertake a system modeling process through a racial equity lens, with the “goal of producing a homeless system that works better for all to end homelessness in Alameda County.” They looked not only at data on race in the homeless system itself, but also on historical and structural racism across multiple systems. As a result of their deep analysis, the CoC identified system strategies to advance equity in their homeless system of care, including disaggregating homeless outcomes by race.

**3.4 Strategy: Work towards effectuating racial equity with all new projects addressing homelessness and utilize community-developed and approved racial equity tools when implementing goals**

**Action Steps**

- Utilize existing racial equity resources, see recommended resources under strategy 3.1, to develop a shared community understanding of racism, equity, racial disparities, and cultural competency/humility and develop a community-approved racial equity toolkit.
- Ensure that the toolkit meaningfully addresses how to assess new projects, score competitive applications for homeless assistance funds, and assess implementation plans for community goals and initiatives
Re-visit these toolkits regularly during implementation and build ongoing infrastructure to review outcomes.

Best Practices: Advancing Racial Equity in Government

In working with communities across the country, the Government Alliance on Race and Equity (GARE) has identified several strategies that have been successful at advancing racial equity and pushing towards government transformation. The strategies, along with community case studies and a glossary of frequently used terms can be found in GARE’s Resource Guide.

1. **Use a Racial Equity Framework** – Collaboratively establish a shared racial equity framework that allows for utilization of common definitions and understanding of core concepts necessary for racial equity work

2. **Build Organizational Capacity** – Create racial equity experts and local champions throughout agencies, departments, and in each jurisdiction

3. **Implement Racial Equity Tools** – Tools like GARE’s Racial Equity Toolkit can be used to inform and guide implementation of initiatives, policy changes, and programmatic decisions

4. **Be Data-Driven** – Measure both the success of specific programmatic and policy changes, and develop baselines, performance metrics, and measures towards community success

5. **Partner with Other Institutions and Communities** – A systemic issue has impacts across communities and institutions from healthcare to incarceration, to the homeless system of care. To address racial equity, work must be done across communities and institutions

6. **Communicate and Act with Urgency** – When there are institutional accountability mechanisms and a clear plan of action that conveys urgency, change can be seen as a priority

Goal 4: Increase coordination of services, access, and information to build capacity across the homeless system of care

4.1 Strategy: Increase awareness of all homeless services, prevention, and housing resources available in the community and develop cross-organizational partnerships

**Action Steps:**
- Increase information and access to homeless resources by creating and maintaining a website with updated contact information and live links to all homeless services, prevention, and housing providers across the entire county
  - Create consolidated inventory of public and community-based benefits and employment services to establish shared understanding of resources within the system of care
  - Periodically provide an updated brochure or hard copy to homeless service providers and shelters and ensure this information is accessible for people experiencing homelessness in the community
- Increase training for 211 providers on how to link people with coordinated entry and other core components of the homeless system of care
- Create platform or application that can track the number of available shelter beds in real time
- Support, facilitate, and solidify strong partnerships between homeless service providers, housing providers, and other community organizations to facilitate systems planning, care coordination, and client support
- Host a training with front-line staff across agencies and programs to establish a shared community-wide understanding of resources within the system of care, including a review of eligibility requirements for common public benefits and other community programs
4.2 Strategy: Increase participation in and communitywide understanding of coordinated entry process

Action Steps:
- Increase capacity and efficacy of Coordinated Entry so that the most vulnerable people experiencing homelessness who are least likely to find housing on their own are prioritized for housing available through Coordinated Entry
- Increase access center locations to onboard and assess individuals to begin the Coordinated Entry process
- Ensure that there is communitywide compliance with state and federal Coordinated Entry requirements
  - Ensure that CoC and ESG as well as housing programs funded by the state of California’s homeless assistance programs are placing clients into housing only through Coordinated Entry and using the current prioritization system as outlined in the Coordinated Entry policies and procedures
  - Ensure compliance and efficacy of Coordinated Entry through annual Coordinated Entry evaluations, as mandated by HUD
- Ensure that access points where people experiencing homelessness are assessed with the community assessment tool have adequate staffing and resources to provide assistance
- When Coordinated Entry policies and procedures are updated, ensure there is community-wide education on processes and new policies
  - This should extend to homeless service providers, local governments, community members, and, most critically, people experiencing homelessness
- Create and disseminate marketing materials accessible to people experiencing homelessness that provides an overview of the Coordinated Entry process

4.3 Strategy: Increase capacity and geographic access of outreach and shelter with linkages to the larger system of care and permanent housing

Action Steps:
- Increase shelter or temporary housing capacity to support smaller jurisdictions across the county that have expressed interest
  - Ensure shelters or temporary housing is low-barrier, housing first, and targeted to needs of unsheltered and underserved subpopulation
  - Ensure shelters and housing programs provide storage space for client belongings, accommodate pets and household members
  - Ensure all shelters are linked to system of care and housing-focused, and provide access to Coordinated Entry system, case management, healthcare, and other services
- Increase outreach capacity to all areas of the county with specific regard to communities who may not have capacity for additional shelter access or services in their area
- Host regularly scheduled resource and connection fairs featuring service providers and representatives from government agencies that can provide connections to benefits, documentation, etc.

Goal 5: Increase pathways to essential community services that support self-sufficiency

5.1 Strategy: Ensure clients are linked to public benefits, services, and employment support

Action Steps:
- Increase and centralize community capacity to ensure that clients can get connected to benefits (SSI, MediCal, CalFresh and other public benefits) upon entering the homeless system of care
- Improve community wide medical/hospital discharge planning to connect community members with immediate shelter or housing on discharge. Ensure plan includes some of the following elements:
  - Create a strong community-wide hospital discharge plan
- Increase collaboration between CSoC, homeless service providers, and hospital and medical professionals in the area and leverage existing community groups for those connections
  - Increase access to free internet at Coordinated Entry access points and homeless service providers to assist unhoused populations with connections to employment resources, telehealth, and other supports
  - Host a training with outreach staff across agencies and organizations to establish a shared communitywide understanding of public benefits within the system of care, including eligibility requirements for common public benefits and other community programs
  - Increase connections to employment/job training, continue to build partnerships between CSoC and workforce development and Downtown Streets Teams
    - Increase system of care governance support of homeless service providers to hire staff with lived experience
  - Increases access to peer supports and other services to mitigate the isolation and trauma experienced by unhoused populations

### Best Practices: Coordination of Employment Support and Services Community Examples

In Multnomah County, OR, an Economic Opportunity Program provides participants with intensive employment services, including basic skills, soft-skills development, occupational skills training, job-readiness training, and job-search assistance. Some participants who are homeless or at risk of losing their housing also receive rental assistance (depending on funding availability). Initial outcomes data showed that those who received rent assistance had significantly higher rates of employment and training completion. Of those who were provided rent assistance, 92% obtained unsubsidized employment and all who obtained employment were still employed 12 months after their exit from the program. Those who received rent assistance also saw their incomes more than double, with a 113% increase in income. Ninety-eight percent of those receiving rental assistance remained housed throughout the course of assistance; 87% remained housed 6 months after program exit and 76% remained housed 12 months after program exit.

In the Gulf Coast of Texas, the region’s CoC partnered with Workforce Solutions to provide employment assistance to individuals experiencing homelessness. Through the “Income Now” program, the CoC generates direct referrals for employment services through its CES and sends these referrals to the appropriate Workforce Solutions career office, where staff can address the specific employment needs of each participant. Workforce Solutions staff also work onsite at homeless service provider locations and participate in the region’s HMIS, closing the loop and ensuring that employment services and outcomes are tracked systemwide.

### 5.2 Strategy: Increase communitywide capacity to assist people experiencing homelessness in securing essential documents (social security card, birth certificate, identification card, health insurance information, etc.)

**Action Steps:**
- Increase and centralize staffing capacity to ensure that documentation assistance is provided to any homeless service providers or individuals experiencing homelessness that are requesting this type of assistance
- Ensure that all service providers have the information necessary to connect with County contacts to get assistance with document replacement
- Provide training to providers to ensure that all providers understand what documentation is required for each benefit, supportive services or housing program such that unnecessary documentation requirements that create barriers for clients can be identified and eliminated
Goal 6: Increase participation of people with lived experience of homelessness in decision-making and feedback processes across the homeless system of care

6.1 Strategy: Increase lived experience participation in system of care governance structures

Action Steps:
  o Develop a community lived experience advisory board of between six and twelve community members with lived experience of homelessness to advise system of care governance bodies
    ▪ Hold quarterly meetings of the advisory group
    ▪ Compensate participants for their participation in the advisory board
    ▪ Ensure that participation in the advisory group includes people currently experiencing homelessness
    ▪ Ensure ample opportunity for this group to make recommendations on funding, policy changes, and other community actions to decision-makers
  o Increase representation of those with lived experience on governance board’s membership and in decision-making roles
    ▪ Modify bylaws to include increase requirements for participation of those with lived experience
    ▪ Work to develop a diverse array of lived experience representation in decision-making roles

Best Practices: Including People with Lived Experience in Governance Community Examples

In Santa Clara County, CA, the Lived Experience Advisory Board (LEAB) is a leadership development body composed of individuals with current or past experiences of homelessness. The LEAB makes recommendations on policies and funding opportunities, hosts professional development opportunities for members, and leads evaluations and projects. For example, the LEAB drafted a report assessing resident and staff experiences in a local shelter in 2020, which was then used by the shelter to make immediate improvements in their system. The LEAB has also been hired for consulting work, provided feedback on a client portal, worked with the local Public Housing Authority on programmatic design, among other accomplishments.

The King County Regional Homelessness Authority (KCRHA) provides several different opportunities for individuals with lived experience to share in decision-making power. The structure and purpose of the KCRHA was designed in partnership with the Lived Experience Coalition, a democratic group of individuals with current and former individuals with lived experience. The KCRHA’s Governing Committee – the body responsible for driving the work of KCRHA – reserves three out of its nine seats for representatives of individuals with lived experience, who are recommended by the Lived Experience Coalition and approved by the CoC Board. In 2020, KCRHA hired a staff member to support lived experience representatives throughout the KCRHA.

6.2 Strategy: Build in regular feedback opportunities for people with lived experience at all levels of the homeless system of care

Action Steps:
  o Develop strong partnerships with shelter providers to help connect system of care stakeholders with people who have current lived experience of homelessness, to collect feedback and guidance for the system of care
  o Ensure that lived experience feedback, including focus groups, surveys and one-on-one interviews are incorporated into any community evaluation or gaps analysis of the system of care (e.g., annual coordinated entry evaluation, annual gaps analysis)
  o Ensure the program monitoring by the CSoC includes assessment of how individual programs collected lived experience feedback and whether programs have lived experience representation on their board and program staff
Provide community training and support on best practices for gathering lived experience feedback and ensuring that people with lived experience are placed into decision-making roles within organization

**Goal 7: Strategically support homelessness prevention, diversion, and rapid resolution**

**7.1 Strategy: Develop prevention system protocols for identifying, prioritizing, and serving households at risk of homelessness**

**Action Steps:**

- Design a community strategy to use federal and state funds designated specifically for homeless prevention
- Engage nontraditional community partners in creating and supporting homeless prevention efforts (e.g., faith-based providers, neighborhood coalitions, city governments and civic community groups)
  - Utilize trustworthy community partners and messengers to reach vulnerable communities who may be unlikely to access government services, including for non-English speaking populations
- Create a homeless prevention distribution framework, including a consistent definition of client success, that prioritizes use of designated homeless prevention funds in the following order, as dictated by community feedback process:
  - Rental assistance
  - Connections to public benefits
  - Prevention financial assistance (application fees, utility payments, security deposits, etc.)
  - Diversion financial assistance ((unpaid fees, overdue rent and utilities, application fees, security deposits)
  - Housing advice, conflict mediation and eviction defense
  - Credit repair
- Set goal of preserving existing housing through prevention and use of flexible funds
- Develop balanced community strategy that can ensure funds for permanent housing are not diverted to prevention while also ensuring that prevention needs are met through designated state and federal funding sources.

**Best Practices: Meaningful Engagement of People with Lived Experiences for Community Planning Processes**

HUD recently released a new resource on engaging people with lived experience in community planning and homeless system of care work. The guidance in this document was prepared by consultants who are individuals with lived homeless expertise and includes helpful and concrete examples of authentic vs. inauthentic engagement. It also describes benefits of lived experience engagement to the homeless response system, as follows:

- **People with lived expertise can offer relevant solutions that would work best for the people in their community**
- **This participation allows for more collaborative, innovative, creative and accessible solutions, particularly for persons often considered to be “hard to reach.”**
- **Policies and practices are developed with the full and direct participation of the members of the group(s) that will be most affected by them**
- **Individuals who have never experienced homelessness or housing instability may have difficulty recognizing the humanity of those who have. Shifting power dynamics and focusing on meaningful engagement approaches to addressing homelessness allow for a better community understanding of homelessness and more compassion for those who have experienced it, thus creating a safer and more affirming community for people with lived expertise.**
- Ensure community priority remains permanent housing for people experiencing homelessness and only funds specifically designated for homelessness prevention should support those efforts
- Partner with educational department liaisons to identify families and youth in need of homeless prevention services and assistance
- Explore the adoption of a prevention assessment tool, such as the VI-SPDAT, and identify target populations most at risk
- Integrate tracking of prevention services into HMIS
  - Identify which, if any, HMIS data fields relate to prevention and explore creation of additional HMIS data fields to track outcomes if necessary
  - Track use of prevention services by zip code, demographic, and subpopulation characteristics, such as SMI, disability, LGBTQI+ status, DV, family structure, etc.
- Geographically target prevention services to communities with highest need, based on factors that increase risk of homelessness

### Best Practices: Prevention Community Examples

- **Boston, Massachusetts**: HomeStart offers financial assistance and case management services to those at risk of homelessness. HomeStart’s average cost to prevent an eviction was estimated at approximately $2,000 per household. By contrast, HomeStart estimates that it costs private landlords over $6,000 to execute an eviction.

- **Alameda County, California**: In 2021, the estimated cost of homelessness prevention is $4,500 per household. In FY17-18, Alameda County spent $11 million on homelessness prevention resources and offered phone-based housing problem-solving, legal services (hotline and six full-time attorneys), daily housing workshops, and flexible funds.

- **Montgomery County, Maryland**: The community-wide prevention initiative includes funding for conflict resolution, mediation, financial assistance, housing location, and case management for County residents at risk of or experiencing homelessness. The FY22 estimated budget expenditures for the prevention initiative are approximately $8.14 million with 54.10 FTE. Approximately $5.2 million is designated as a personnel cost, while $2.8 million is designated as operating expenses. In FY21, the prevention program served 11,503 households.

### 7.2 Strategy: Launch system-wide protocols for diversion and rapid resolution

**Action Steps**
- Design community strategy to implement system-wide protocols for diversion and rapid resolution
- Provide training on problem-solving conversation and other case management best practices that support diversion and rapid resolution
- Integrate diversion and rapid resolution practices into existing coordinated entry framework
- Build out data systems (HMIS) to capture diversion and rapid resolution success
7.3 Strategy: Leverage Emergency Rental Assistance Program (ERAP) funds and other homeless prevention specific funds across the community

**Action Steps:**
- Ensure that the homeless system of care and all providers have clear understanding about how ERAP and other funds designated for homeless prevention assistance is administered in the community and standardize application forms where possible.
- Ensure that there is an infrastructure in place to support access to these funds for all people at risk of homelessness

Goal 8: Improve coordination of homeless programs to further public health and safety in support of community standards and increased access to services for people experiencing homelessness

8.1 Strategy: Adoption of common standards to address homeless encampments

**Action Steps**
- Develop operational guidelines and standard notices/intervention plans for all agencies involved in responding to encampments
- Develop and implement common standards for participation of outreach teams and connection to Access Center/Coordinated Entry programs for residents of encampments
- Design and implement advanced coordination with shelter providers to ensure shelter availability and equal access for all persons in the community to shelter beds/services
- Facilitate data sharing/integration between partner agencies, including after-action reports to applicable city/county jurisdictions
- Community messaging and engagement on best practices for encampments and resources available for people experiencing unsheltered homelessness

8.2 Strategy: Expansion of CARE (Community Assessment Response and Engagement) program

**Action Steps**
- Expand availability of [CARE program](#) to all communities within Stanislaus County
- Establish dedicated case management resources to support outreach and law enforcement teams working with highest risk/acuity populations experiencing homelessness

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Best Practices: Diversion Community Example

**Your Way Home: Montgomery County**

Your Way Home set up a toll-free call center and outreach teams to coordinated diversion from the housing crisis response system. About 85% of diversion/rapid resolution conversations were had over the phone. These conversations focused on what the client’s housing, employment, and financial needs were. Diversion coaches provided tips and support to improve roommate or doubled up living situations and assessed whether light touch assistance could help support clients to remain in their current housing situations or locate a new housing situation often times with friends or family.

After implementation of this strategy, in 2014, Your Way Home helped 520 people end their housing crisis which represented a 200% increase from the prior year. Diversion was used as a tool to accomplish this goal because it: 1) reduces demand on the emergency shelter system, 2) prevents families and individuals from enduring the stress and trauma of an emergency shelter stay, and 3) utilizes low-cost solutions like short term financial assistance, conflict mediation, connections to services/benefits, and/or housing search support.
o Standardized reporting of program goals and outcomes to the CSoC, SHA, and other local governance structures

8.3 Strategy: Strategy: Improve supportive services for criminal justice involved individuals and those released from custody to ensure safe housing/shelter

Action Steps
- Coordination of homeless system of care and Sheriff/Probation custody programs to provide safe housing/shelter and transportation for individuals released from custody at all hours of the day
- Coordination of shelter providers and law enforcement to establish effective rules and enforcement strategies for shelter clients.
- Stated goal of maintaining client participation in a shelter environment with equal concern for client/staff safety.
- Improve communitywide re-entry/discharge planning to connect community members with immediate shelter or housing on discharge from incarceration and other institutions. Ensure plan includes some of the following elements:
  - Engage local stakeholders and provide educational opportunities and materials to foster understanding of unfamiliar overlapping systems, and increase fluency in partner-system languages
  - Include impacted persons in systems education efforts and compensate them for their time
  - Provide skilled provider in-reach to jail/prisons/institutions by staff who can perform VI-SPDAT/assessments to identify needs, and ensure peer-based models for in-reach efforts are activated
  - Initiate document readiness efforts while in custody or institutionalized, when appropriate
  - Ensure warm handoffs from institutions to the system of care in particular people being met at the gate exiting an institution and transported directly to housing
  - Provide housing supports and services for people impacted by incarceration
- Support and develop close ties between the homeless response system and alternative courts like Mental Health and Drug Courts to improve performance outcomes and timeliness of the criminal justice process
- Develop cost/benefit analysis to assess efficacy and community utility of alternative courts
- Increase links to legal services to help those experiencing homelessness with legal issues resolve these issues to increase housing opportunities

8.4 Strategy: Establish specialty court and/or diversion programs to improve performance outcomes and timeliness of the criminal justice process.

Action Steps
- Development of cost/benefit analysis to implement a specialty court and/or diversion programs for legal matters of individuals involved in the homeless system of care.

8.5 Strategy: Improve supportive services for individuals released from custody to ensure safe housing/shelter.

Action Steps
- Coordination of homeless system of care and Sheriff/Probation custody programs to provide safe housing/shelter and transportation for individuals released from custody at all hours of the day.
CONCLUSION

This strategic plan contains a wealth of data, information, and feedback pulled directly from the community that points to the goals, strategies, and action steps outlined above. This information will best serve the community when there is forward movement through cross-system collaboration towards community goals and other objectives identified to fill the gaps and needs that exist in the community around homelessness and housing. The information and goals outlined in this plan presents a unique and vital opportunity for the community to come together, collaborate, and work towards the common goal of effectively addressing homelessness in the community to ensure that it is brief, rare, and non-recurring.
## APPENDIX A: GLOSSARY OF ACRONYMS AND KEY WORDS

<table>
<thead>
<tr>
<th>Acronym or Key Word</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACS</td>
<td>American Community Survey</td>
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<tr>
<td>AMI</td>
<td>Area Median Income, the midpoint of a region’s income distribution, meaning that half of households in a region earn more than the median and half earn less than the median</td>
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<tr>
<td>APR</td>
<td>Annual Performance Report (for Department of Housing and Urban Development homeless programs)</td>
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<tr>
<td>Board of Care</td>
<td>Licensed residential care facilities for people with special needs that provide intensive support and assistance with daily living</td>
</tr>
<tr>
<td>CA</td>
<td>Collaborative Applicant, often referring to the lead agency applying for homeless assistance funds on behalf of the community or continuum of care</td>
</tr>
<tr>
<td>CALFresh</td>
<td>California’s SNAP (Supplemental Nutritional Assistance Program Food Stamps)</td>
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<tr>
<td>CalWORKs</td>
<td>California Work Opportunities and Responsibility to Kids</td>
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<tr>
<td>CBO</td>
<td>Community Based Organization</td>
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<tr>
<td>CES</td>
<td>Coordinated Entry System, a system that prioritizes the most vulnerable people experiencing homelessness in the community for certain types of housing</td>
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<tr>
<td>CDBG</td>
<td>Community Development Block Grant (federal program)</td>
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<tr>
<td>CH</td>
<td>Chronically Homeless</td>
</tr>
<tr>
<td>CoC</td>
<td>Continuum of Care, a group organized to carry out the responsibilities prescribed by the Department of Housing and Urban Development in the CoC Program Interim Rule for a defined geographic area. Typically, CoC’s act as decision-making bodies for a community’s homeless assistance activities and funding</td>
</tr>
<tr>
<td>Con Plan</td>
<td>Consolidated Plan, a locally developed plan for housing assistance and urban development under CDBG and other Federal Community Planning and Development (CPD) programs</td>
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<tr>
<td>COVID</td>
<td>Coronavirus or COVID-19</td>
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<tr>
<td>CPD</td>
<td>Community Planning and Development, a Department of Housing and Urban Development Office</td>
</tr>
<tr>
<td>CSoC</td>
<td>Stanislaus County System of Care, acts as the community’s Continuum of Care (CoC). See definition above.</td>
</tr>
<tr>
<td>Diversity</td>
<td>Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, gender-the groups that most often come to mind when the term “diversity” is used—but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values</td>
</tr>
<tr>
<td>DV</td>
<td>Domestic Violence, which includes dating violence, sexual assault, stalking, and other dangerous or life-threatening conditions that related to violence against the individual/family member that make them afraid to return to their primary nighttime residence</td>
</tr>
<tr>
<td>ES</td>
<td>Emergency Shelter</td>
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<tr>
<td>ESG</td>
<td>Emergency Solutions Grant, a federal source of homeless assistance funding</td>
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<tr>
<td>Term</td>
<td>Definition</td>
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<tr>
<td>ELI</td>
<td>Extremely Low Income</td>
</tr>
<tr>
<td>e-SNAPS</td>
<td>An electronic grants application and management system used for many of the Department of Housing and Urban Development Office Homeless Assistance Programs</td>
</tr>
<tr>
<td>FMR</td>
<td>Fair Market Rent (maximum rent for many Department of Housing and Urban Development housing programs)</td>
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<tr>
<td>FY</td>
<td>Fiscal Year</td>
</tr>
<tr>
<td>GeoCode</td>
<td>A 6-digit number that corresponds to a particular geographic location within a CoC. Most CoC’s have multiple geocodes and a geocode does not necessarily represent a specific census tract or zip code. An updated list of all Department of Housing and Urban Development geocodes is provided annually</td>
</tr>
<tr>
<td>Gross Income</td>
<td>Gross Income refers to the total compensation before taxes or other kinds of deduction. For hourly employees, the standard calculation for monthly gross income is found by multiplying the hourly wage by the number of hours worked each week, then multiplied by 52, the total number of weeks in a year. This gives the annual gross income, which is then divided by 12 to find the monthly amount</td>
</tr>
<tr>
<td>HCD</td>
<td>California Department of Housing and Community development, a state agency that provides homeless assistance funding</td>
</tr>
<tr>
<td>HCV</td>
<td>Housing Choice Voucher Rental Assistance, a type of rental subsidy administered by the public housing authority and formerly referred to as Section 8</td>
</tr>
<tr>
<td>HEARTH Act</td>
<td>Homeless Emergency and Rapid Transition to Housing (HEARTH) Act of 2009, S. 896</td>
</tr>
<tr>
<td>HIC</td>
<td>Housing Inventory Count, inventory of housing for the homeless conducted annually in January for same night as the Point-In-Time Count</td>
</tr>
<tr>
<td>HDIS</td>
<td>Data submitted from California CoCs to the state that tracks trends and service use across and between communities. HDIS captures a year-long count of people experiencing homelessness who have accessed services, including shelter, housing, and other triages and assessments. It can show movement and interactions between local homeless response systems and communities</td>
</tr>
<tr>
<td>Historically underserved populations</td>
<td>Defined in this strategic plan as populations who have historically not received equitable allocation of resources or equal treatment in the homeless system of care and larger community. Typically, these populations include but are not limited to: Black, Indigenous, and People of Color (BIPOC), aging adults, LGBTQI+ persons, immigrants, persons who are non-English speakers or have limited English proficiency, people who have been incarcerated or have had involvement with the criminal justice system, youth, people with disabilities, families with children, domestic violence survivors, and chronically homeless persons</td>
</tr>
<tr>
<td>HIMS</td>
<td>Homeless Management Information System, a data system used by many homeless services and housing providers to track participants and outcomes and meet federal and state reporting requirements</td>
</tr>
<tr>
<td>Homeless System of Care</td>
<td>The homeless system of care refers to the network of resources, supports, services and governance structures in the community that support addressing homelessness</td>
</tr>
<tr>
<td>Housing Element</td>
<td>Since 1969, California has required that all local governments (cities and counties) adequately plan to meet the housing needs of everyone in the community. California’s local governments meet this requirement by adopting housing plans as part of their “general plan” (also required by the state). General plans serve as the local government’s “blueprint” for how the city and/or county will grow and develop and include seven elements: land use, transportation, conservation, noise, open space, safety, and housing</td>
</tr>
<tr>
<td>Housing First</td>
<td>Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues</td>
</tr>
<tr>
<td>HQS</td>
<td>Housing Quality Standards, an inspection/assessment required before moving in for certain Department of Housing and Urban Development homeless assistance programs</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>HUD</td>
<td>U.S. Department of Housing and Urban Development, a federal agency that administers many housing and homeless assistance programs</td>
</tr>
<tr>
<td>HUD-VASH</td>
<td>HUD Vouchers through Veterans’ Affairs Supportive Housing</td>
</tr>
<tr>
<td>IDIS</td>
<td>Integrated Disbursement and Information System, used by many HUD-funded programs</td>
</tr>
<tr>
<td>IHSS</td>
<td>In-Home Supportive Services, a state-administered program which provides people with low income who are disabled, blind, or 65 years old or older with personal assistance and in-home services</td>
</tr>
<tr>
<td>Inclusion</td>
<td>Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power</td>
</tr>
<tr>
<td>LGBTQIA+</td>
<td>Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, and Asexual and/or Ally and others</td>
</tr>
<tr>
<td>Lived Experience</td>
<td>Having a personal experience of homelessness</td>
</tr>
<tr>
<td>Low barrier or lowering barriers</td>
<td>Removing as many pre-conditions to shelter or housing as possible and responding to the needs and concerns of people seeking shelter or housing</td>
</tr>
<tr>
<td>LSA</td>
<td>Longitudinal Systems Analysis, a report produced from the CoC’s Homelessness Management Information System (HMIS) and submitted annually to HUD</td>
</tr>
<tr>
<td>MHSA</td>
<td>Mental Health Services Act</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NAEH</td>
<td>National Alliance to End Homelessness</td>
</tr>
<tr>
<td>NIMBY</td>
<td>Not In My Back Yard, defined in this strategic plan as a person(s) who objects to the siting of homeless services, shelter, or housing in the area where they live, especially while raising no such objections to similar developments elsewhere</td>
</tr>
<tr>
<td>NOFA</td>
<td>Notice of Funding Availability, refers to a notice that outlines the requirements of a grant and instructions or requirements regarding how to apply for that grant</td>
</tr>
<tr>
<td>PH</td>
<td>Public Housing</td>
</tr>
<tr>
<td>PHA/HA</td>
<td>Public Housing Authority</td>
</tr>
<tr>
<td>PIT Count</td>
<td>Point-In-Time Homeless Count, a yearly count of all people experiencing homelessness on a single night in January. The unsheltered count is conducted biennially, every odd numbered year and the sheltered count is conducted every January</td>
</tr>
<tr>
<td>PSH</td>
<td>Permanent Supportive Housing, permanent housing with intensive supports for residents</td>
</tr>
<tr>
<td>Racial Equity</td>
<td>A condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, outcomes and experiences. When the term is used in this strategic plan, it refers to racial equity as one part of racial justice, and thus the term also refers to addressing root causes of inequities, not just their manifestation. This includes elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or that fail to eliminate them</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposals</td>
</tr>
<tr>
<td>RHNA</td>
<td>Regional Housing Needs Allocation, through the Regional Housing Needs Allocation (RHNA) process, every local jurisdiction is assigned a number of housing units representing its share of the state’s housing needs for an eight-year period</td>
</tr>
<tr>
<td>RRH</td>
<td>Rapid Re-Housing, a temporary rental subsidy for housing with some supports</td>
</tr>
<tr>
<td>RV</td>
<td>Recreational Vehicle</td>
</tr>
<tr>
<td>SAMHSA</td>
<td>Substance Abuse &amp; Mental Health Services Administration, a federal agency</td>
</tr>
<tr>
<td>Section 8</td>
<td>Housing Assistance Payment Program (Housing and Community Development Act of 1974)</td>
</tr>
<tr>
<td>Section 202</td>
<td>Loans for construction/rehab of housing for the elderly or handicapped</td>
</tr>
<tr>
<td>Section 202/811</td>
<td>Programs for housing assistance to the elderly and people with disabilities</td>
</tr>
<tr>
<td>SHA</td>
<td>Stanislaus Homeless Alliance, a collaborative entity formed to align homelessness services, planning, and funding among stakeholders in Stanislaus County</td>
</tr>
<tr>
<td><strong>Shelter homelessness</strong></td>
<td>Those experiencing sheltered homelessness are generally adults, children, and unaccompanied children who are living in shelters for the homeless, transitional housing, safe havens, or in a motel/hotel using publicly funded assistance/vouchers</td>
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<tr>
<td><strong>SMI</strong></td>
<td>Serious Mental Illness or Seriously Mentally Ill, defined as a mental, behavioral, or emotional disorder resulting in serious functional impairment, which substantially interferes with or limits one or more major life activities</td>
</tr>
<tr>
<td><strong>SNAP</strong></td>
<td>Supplemental Nutrition Assistance Program, formerly referred to as Food Stamps</td>
</tr>
<tr>
<td><strong>SNAPS</strong></td>
<td>Special Needs Assistance Program, a HUD division that deals with homelessness and homeless assistance</td>
</tr>
<tr>
<td><strong>SOAR</strong></td>
<td>SSI/SSDI Outreach, Access, and Recovery (SSI/SSDI Application program)</td>
</tr>
<tr>
<td><strong>SRO</strong></td>
<td>Single-Room Occupancy housing units</td>
</tr>
<tr>
<td><strong>SSA</strong></td>
<td>Social Security Administration</td>
</tr>
<tr>
<td><strong>SSDI</strong></td>
<td>Social Security Disability Income</td>
</tr>
<tr>
<td><strong>SSI</strong></td>
<td>Supplemental Security Income</td>
</tr>
<tr>
<td><strong>SSO</strong></td>
<td>Supportive Services Only, a type of homeless assistance grant that provides services only</td>
</tr>
<tr>
<td><strong>SSVF</strong></td>
<td>Supportive Services for Veterans Families, a rapid rehousing program for veterans and their families</td>
</tr>
<tr>
<td><strong>STELLA</strong></td>
<td>Household-level data from HMIS that is displayed through HUD’s data visualization program</td>
</tr>
<tr>
<td><strong>SUD</strong></td>
<td>Substance Use Disorder</td>
</tr>
<tr>
<td><strong>TA</strong></td>
<td>Technical Assistance, often refers to an organization or agency that provides help or guidance to a homeless system of care on administration of funds and system design</td>
</tr>
<tr>
<td><strong>TANF</strong></td>
<td>Temporary Assistance to Needy Families</td>
</tr>
<tr>
<td><strong>TAY</strong></td>
<td>Transition Age Youth, youth ages 18 to 24 years old</td>
</tr>
<tr>
<td><strong>TH</strong></td>
<td>Transitional Housing, temporary housing often providing a bridge from shelter to permanent housing</td>
</tr>
<tr>
<td><strong>Unsheltered homelessness</strong></td>
<td>An individual/family whose primary nighttime residence is public/private place not designed for or ordinarily used as a regular sleeping accommodation for human beings. These are typically households living on the street or in makeshift shelters (tents, boxes), encampments, as well as cars</td>
</tr>
<tr>
<td><strong>VA</strong></td>
<td>U.S Department of Veterans Affairs</td>
</tr>
<tr>
<td><strong>VASH</strong></td>
<td>Veterans Affairs Supportive Housing</td>
</tr>
<tr>
<td><strong>VI-SPDAT</strong></td>
<td>Vulnerability Index–Service Prioritization Decision Assistance Tool, an assessment tool that assigns a numerical score to a person’s level of vulnerability for the community’s coordinated entry system</td>
</tr>
</tbody>
</table>
APPENDIX B: ENVIRONMENTAL SCAN AND
FEEDBACK COLLECTED

To collect meaningful data and feedback that identified gaps in homeless assistance resources and informed goals, strategies, and action steps for the community, plan drafters implemented a multi-part community engagement and information collection process. This included an **environmental scan** and **community feedback process** as detailed below.

**Environmental Scan**

The environmental scan reviewed both data and existing reports/information on homelessness in the community.

**Review of Data**

Existing data for Stanislaus County on homelessness, housing, race ethnicity, socioeconomics, and many other factors were collected, reviewed, and analyzed for the strategic plan. Below is a list of these data sources:

- Point-In-Time (PIT) count data
- Housing Inventory County (HIC) data
- Homelessness Management Information Systems data (HMIS)
  - Including Longitudinal systems Analysis (LSA) and System Performance Measures (SPM) data
- Coordinated entry system (CES) data
- State of California’s Homeless Data Information System (HDIS)
- Census American Community Survey data
- US Bureau of Labor Statics Customer Price Index data
- Regional Housing Needs Allocation (RHNA) and HCD Annual Progress Report data
- Local data regarding housing in the pipeline

**Review of Existing Reports and Information**

In addition, plan drafters reviewed a number of existing reports and documents, including but not limited to the following:

- Plan to Address Homelessness in Stanislaus County 2019
- Modesto Blue Ribbon Commission on Homelessness
- Community Inquiry: Homeless Shelter in Turlock
- Stanislaus Urban County, City of Turlock, Modesto Consolidated Plans, Annual Action Plans, CAPERs, and other relevant updates
- Community Health Needs Assessments
- Stanislaus County Behavioral Health and Recovery Services reports, updates, and other Mental Health Service Act Planning
- City of Turlock, Modesto, Stanislaus County Housing Element
- Building a Better Turlock
- Stanislaus County Disadvantaged Unincorporated Communities Report
- Regional Analysis of Impediments to Fair Housing Choice
- Relevant City Council and Board of Supervisor homeless updates and presentations
- Stanislaus County Comprehensive Economic Development Strategy
- Focus on Prevention summaries, reports, and other updates
Community Feedback Collection Process

The community feedback collected and reviewed for the strategic plan included a community survey, group interviews with local government entities, focus groups with homeless service providers and community-based organization/groups, and people with lived experience as well as individual and small groups of stakeholders. Outreach was performed through direct outreach (list of organizations directly outreached to are available [here](#)), as well as the CSoC email listserv, County and local city social media accounts, organization and institutional mailing lists and newsletters, and Nextdoor.

Community Survey

Plan drafters designed a community survey that requested feedback on homelessness in the community. Drafters received 1,021 responses from community members who completed this survey, which was available in English, Spanish with hard copy and online formats. The survey included 137 responses from people with lived experience of homelessness or housing insecurity. Complete results of the community survey can be viewed [here](#).

Local Government Representative/City Council Interviews

Plan drafters offered to conduct feedback sessions with the public and local officials on the state of homelessness at each of the nine major City Council meetings and was able to conduct feedback session with the following entities.

<table>
<thead>
<tr>
<th>Entity</th>
<th>Date of Interview/Feedback Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>County CEO’s Office</td>
<td>5/12/21</td>
</tr>
<tr>
<td>Newman</td>
<td>4/27/21</td>
</tr>
<tr>
<td>Patterson</td>
<td>4/20/21</td>
</tr>
<tr>
<td>City of Modesto</td>
<td>4/5/21</td>
</tr>
<tr>
<td>Riverbank</td>
<td>3/23/21</td>
</tr>
<tr>
<td>Waterford</td>
<td>3/18/21</td>
</tr>
<tr>
<td>Municipal Advisory Council</td>
<td>3/8/21</td>
</tr>
</tbody>
</table>

In addition, plan drafters received a number of community survey responses from Turlock and Hughson as well as written or oral feedback from stakeholders and government leadership in Oakdale and Ceres.

Individual and Small Group Stakeholder Interviews

Plan drafters conducted small group or individual interviews with the following stakeholder and organizations.

<table>
<thead>
<tr>
<th>Person or Group Interviewed</th>
<th>Date of Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stanislaus County Hospital &amp; Shelter Group</td>
<td>1/14/21</td>
</tr>
<tr>
<td>Area Agency on Aging</td>
<td>2/9/21</td>
</tr>
<tr>
<td>McKinney-Vento School Liaison</td>
<td>2/12/21</td>
</tr>
<tr>
<td>CARE Team</td>
<td>2/17/21</td>
</tr>
<tr>
<td>California Rural Legal Assistance Staff</td>
<td>2/23/21</td>
</tr>
<tr>
<td>Behavioral Health and Recovery Services Staff</td>
<td>2/26/21</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>3/11/21</td>
</tr>
<tr>
<td>Law Enforcement/HEART Team Representatives</td>
<td>3/26/21</td>
</tr>
<tr>
<td>Housing Authority of Stanislaus County</td>
<td>4/29/21</td>
</tr>
<tr>
<td>Veteran’s Service Provider</td>
<td>4/12/21</td>
</tr>
<tr>
<td>Community Organizer and Activist, Miguel Donoso</td>
<td>4/21/21</td>
</tr>
</tbody>
</table>
Focus Groups
Over 120 providers and community-based organization were invited to participate in focus groups held on 2/22/21, 3/3/21, and 4/12/21. In addition, a focus group with individuals currently experiencing homelessness was held on 4/22/21.

Community Summit
Once feedback and relevant data was collected and reviewed, a Community Summit event was held on 5/22/21 via Zoom. At this meeting, which was advertised throughout the community and included Spanish-language interpretation, results from the environmental scan and community feedback processes were presented to the community along with draft goals for the strategic plan identified from these data and feedback collection efforts. Attendees were able to give feedback on the draft goals at the meeting as well as in a follow-up survey, available in English and Spanish.

Additional Feedback on Strategic Plan Draft
On July 14, 2021, a draft of the strategic plan was presented at a joint meeting of the CSoC and SHA and community members expressed interest in providing additional feedback for the plan. Plan drafters did proactive outreach to a number of organizations, individuals and groups, including Stanislaus Asian American, Community Resource, California Rural Legal Assistance, El Concilio, West Modesto Community Collaborative, Sierra Vista, as well as the CSoC listserv, the County CEO and all City managers for additional feedback on the plan draft.

Plan drafters received formal letters with feedback from the following groups and conducted a focus group over Zoom with members of the Latino COVID-19 Coalition.

- American GI Forum
- California Rural Legal Assistance
This guide is intended to help lead entities identify their needs, action steps, and performance metrics guided by the strategic plan. This template will provide guidance on identifying relevant action steps and creating a step-by-step implementation timeline unique to each strategy.

**USING THIS DOCUMENT**

1. Identify overarching goal and select specific strategy
2. Break down each goal into *strategies and action steps* for implementation.
3. Identify a **Lead Entity** that can be responsible for leading each of the action steps and a **timeline** by which you would like the action steps to be completed.
4. **Submit** your implementation plan template to the Joint Executive Committee

*If you have questions as you are working through the document, please contact XXX.*
**IMPLEMENTATION PLAN – TEMPLATE**

Instructions: Using strategies identified in the Stanislaus 2021 Regional Plan to Address Homelessness, please complete the following table. To the extent possible, identify action steps that could be taken *within the next year*. If you would like further guidance, please see the Implementation Action Plan Example below; the Implementation Resources; or contact XXX.

**STRATEGY #1 [FILL IN ONE STRATEGY]**

**ACTION STEP 1:** [Fill in a broad set of actions you can take to help achieve this action step]

**HOW WILL YOU MEASURE SUCCESS FOR THIS ACTION STEP?**

- FILL IN MEASURE 1
- FILL IN MEASURE 2

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible Parties</th>
<th>Timeline</th>
<th>Source Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]</td>
<td>Lead:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Partners:</td>
<td></td>
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<tr>
<td>1b. [Identify another specific activity you will undertake to help implement your strategy and achieve your goal.]</td>
<td>Lead:</td>
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<td>Partners:</td>
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**ACTION STEP 2:** [Identify a different broad set of actions you can take to help achieve this action step]

**HOW WILL YOU MEASURE SUCCESS FOR THIS ACTION STEP?**

- FILL IN MEASURE 1
- FILL IN MEASURE 2

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible Parties</th>
<th>Timeline</th>
<th>Source Documents</th>
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<tbody>
<tr>
<td>2a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]</td>
<td>Lead:</td>
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<td></td>
<td>Partners:</td>
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</tr>
<tr>
<td>2b. [Identify another specific activity you will undertake to help implement your strategy and achieve your goal.]</td>
<td>Lead:</td>
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<td></td>
<td>Partners:</td>
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</tbody>
</table>

**STRATEGY #2 [FILL IN A DIFFERENT STRATEGY]**

**ACTION STEP 1:** [Fill in a broad set of actions you can take to help achieve this action step]

**HOW WILL YOU MEASURE SUCCESS FOR THIS ACTION STEP?**

- FILL IN MEASURE 1
- FILL IN MEASURE 2

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible Parties</th>
<th>Timeline</th>
<th>Source Documents</th>
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<tr>
<td>Actions</td>
<td>Responsible Parties</td>
<td>Timeline</td>
<td>Source Documents</td>
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<tr>
<td>2a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]</td>
<td>Lead:</td>
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<td></td>
<td>Partners:</td>
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<tr>
<td>2b. [Identify another specific activity you will undertake to help implement your strategy and achieve your goal.]</td>
<td>Lead:</td>
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<tr>
<td></td>
<td>Partners:</td>
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</tbody>
</table>

**ACTION STEP 2:** [Identify a different broad set of actions you can take to help achieve this action step]

**HOW WILL YOU MEASURE SUCCESS FOR THIS ACTION STEP?**
- Fill in Measure 1
- Fill in Measure 2

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible Parties</th>
<th>Timeline</th>
<th>Source Documents</th>
</tr>
</thead>
</table>

**STRATEGY #3 [FILL IN THE LAST STRATEGY]**

**ACTION STEP 1:** [Fill in a broad set of actions you can take to help achieve this action step]

**HOW WILL YOU MEASURE SUCCESS FOR THIS ACTION STEP?**
- Fill in Measure 1
- Fill in Measure 2

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible Parties</th>
<th>Timeline</th>
<th>Source Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]</td>
<td>Lead:</td>
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<tr>
<td></td>
<td>Partners:</td>
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</tr>
<tr>
<td>1b. [Identify another specific activity you will undertake to help implement your strategy and achieve your goal.]</td>
<td>Lead:</td>
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<tr>
<td></td>
<td>Partners:</td>
<td></td>
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</tr>
</tbody>
</table>

**HOW WILL YOU MEASURE SUCCESS FOR THIS ACTION STEP?**
- Fill in Measure 1
- Fill in Measure 2
2a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]

<table>
<thead>
<tr>
<th>Lead:</th>
<th>Partners:</th>
</tr>
</thead>
</table>

2b. [Identify another specific activity you will undertake to help implement your strategy and achieve your goal.]

<table>
<thead>
<tr>
<th>Lead:</th>
<th>Partners:</th>
</tr>
</thead>
</table>

**Who can be the main point of contact from your community for follow up questions about the Local Action Plan Template?**

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Organization/Affiliation</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Email Address</th>
</tr>
</thead>
</table>
IMPLEMENTATION PLAN – EXAMPLE

Instructions: Please use this example for reference when completing the Implementation Plan Template.

STRATEGY #1.4: INCREASE POOL OF PARTICIPATING LANDLORDS AND EXPLORE LANDLORD ENGAGEMENT AND RISK MITIGATION STRATEGIES

ACTION STEP 1: Creation of a communitywide centralized landlord engagement list and system.

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
- CREATION OF CENTRALIZED LANDLORD ENGAGEMENT LIST
- NUMBER OF PARTNERING AGENCIES
- NUMBER OF PARTICIPATING LANDLORDS

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible Parties</th>
<th>Timeline</th>
<th>Source Materials</th>
</tr>
</thead>
</table>
| 1a. Identify interested partner agencies and 4 potential vendors/formats of landlord engagement list at housing placement meeting | **Lead**: Dana Bailey, Stanislaus Community Services Agency  
**Partners**: CHSS, CICV Gospel Mission, CHS | Complete by June 2022 | • CES Policies and Procedures  
• HUD Landlord Outreach and Recruitment Resources document  
• Feedback from housing navigators and providers |
| 1b. Draft Policies and Procedures for landlord engagement list and system | **Lead**: Ana San Nicolas, Stanislaus County Planning  
**Partners**: Homebase, CHS, County Planning, CSA | Complete by August 2022 | • CES Policies and Procedures  
• HUD Landlord Outreach and Recruitment Resources document |

ACTION STEP 2: Host housing/tenant fair and invite potential landlords to meet clients and get questions answered for streamlined housing placement; highlight a client/landlord success story at such an event and in other outreach materials
## HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?

- NUMBER OF ATTENDEES AT HOUSING/TENANT FAIR
- NUMBER OF POTENTIAL INTERESTED LANDLORDS
- NUMBER OF PARTICIPATING LANDLORDS

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible Parties</th>
<th>Timeline</th>
<th>Source Materials</th>
</tr>
</thead>
</table>
| 2a. Draft list of desired participating agencies and providers         | **Lead:** Dana Bailey, Stanislaus CSA  
**Partners:** Lynnell Fuller (CSA), HAT (Turning Point) | February 2022 | • Providers listed as participating in CES                                      |
| 2b. Identify potential outlets to advertise event and create outreach materials required (e.g. flyer, video advertisement, graphic for print, voice recording for radio) | **Lead:** Christina Rodriguez  
**Partners:** Community Services Agency | July 2022     | • Feedback from Housing Placement meeting                                      |
| 2c. Identify potential event locations and date/time                    | **Lead:** Brad Hawn  
**Partners:** Dana Bailey (CSA)                           | March 2022    | • Feedback from CSoC and SHA meetings  
• Review of available County and Municipal sites                      |
## RESOURCES & MATERIALS TO SUPPORT IMPLEMENTATION

Instructions: Please use this list for reference while selecting strategies and action steps for the Implementation Plan Template

<table>
<thead>
<tr>
<th>Category</th>
<th>Resources</th>
<th>Point of Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinated Entry</td>
<td>• Stanislaus CES Policies and Procedures</td>
<td></td>
</tr>
<tr>
<td>Racial Equity Resources</td>
<td>• GARE Resource Guide</td>
<td></td>
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<tr>
<td></td>
<td>• GARE Racial Equity Toolkit</td>
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<td></td>
<td>• BARHII COVID-19 Equity Investment Guide</td>
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<td></td>
<td>• The Framework for an Equitable COVID-19 Homelessness Response</td>
<td></td>
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<tr>
<td></td>
<td>• Centering Racial Equity in Homeless System Design</td>
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<tr>
<td>Emergency Shelter</td>
<td>• NAEH Emergency Shelter Learning Series</td>
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<td></td>
<td>• HUD, Emergency Solutions Grants Program</td>
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<tr>
<td>Rapid Re-Housing and Permanent Supportive Housing</td>
<td>• BCSH COVID-19 Strategic Guide to New Funds</td>
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<td></td>
<td>• Centering Racial Equity in Homeless System Design</td>
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<td></td>
<td>• HUD, Rapid Re-Housing Brief</td>
<td></td>
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<tr>
<td></td>
<td>• HUD, Rapid Re-Housing: ESG vs. CoC Guide</td>
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<tr>
<td>Linking Sober Living &amp; Housing</td>
<td>• HUD, Recovery Housing Program</td>
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<td></td>
<td>• SAMHSA National Helpline</td>
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<tr>
<td>Prevention &amp; Diversion</td>
<td>• HUD, Homelessness Prevention: Creating Programs that Work</td>
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<tr>
<td></td>
<td>• HUD, Eviction Prevention and Stability Toolkit</td>
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<td></td>
<td>• HUD, Talk to a Housing Counselor</td>
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<td>• HUD, Avoid Foreclosure: Texas</td>
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<tr>
<td>Working with the Housing Authority</td>
<td>• HUD, Resources for CoC and PHA Collaboration to End Homelessness</td>
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<td></td>
<td>• HUD, The Business Case for Partnering with Public Housing Agencies to Serve People who are Homeless</td>
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<tr>
<td></td>
<td>• HUD, Public and Indian Housing: Preventing and Ending Homelessness</td>
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<td></td>
<td>• HUD, Emergency Housing Vouchers</td>
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<tr>
<td>Employment</td>
<td>• Downtown Streets Team</td>
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<td>• DOL’s CareerOneStop</td>
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<td></td>
<td>• Unemployment Benefits Finder</td>
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<td></td>
<td>• HUD, Employment Strategies in Rapid Re-Housing Programs</td>
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<td>• Heartland Alliance, National Center on Employment &amp; Homelessness</td>
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<tr>
<td>Housing Navigation &amp; Outreach</td>
<td>• HUD, Landlord Outreach and Recruitment Resources</td>
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<td>• National Health Care for the Homeless Council’s Outreach</td>
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<td></td>
<td>• HUD Lessons Learned from Outreach Workers</td>
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<td></td>
<td>• Org Code, Products</td>
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<tr>
<td></td>
<td>• USICH, Core Elements of Effective Street Outreach to People Experiencing Homelessness</td>
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</tbody>
</table>
APPENDIX D: SNAPSHOT OF HOMELESS ASSISTANCE FUNDING AVAILABLE IN STANISLAUS COUNTY

The following list highlights key sources of homeless assistance and housing funding available in Stanislaus County. This is a non-exhaustive list that is designed to provide an overview of some essential community resources.

Please note, the funding outlined below is distributed by federal and state agencies to a variety of different sources including the Turlock/Modesto/Stanislaus County Continuum of Care, the City of Modesto, the City of Turlock, the County of Stanislaus, the Stanislaus Housing Authority and others. Further, local funds from cities or the County as well as private funding may also be available for homeless assistance in the community.

As of September 2021, the SHA is working on an updated a local funding matrix which will be available in the coming months on the CSoC website [here](#). Further information on California State Funding generally can also be found in the housing matrix [here](#). Finally, the State of California Business and Consumer Services and Housing Agency released a Guide to Strategic Uses of New and Recent State and Federal Funds to Prevent and End Homelessness on September 13, 2021, which can be found [here](#).

<table>
<thead>
<tr>
<th>Funding Source</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>CalWORKs Housing Support Program (HSP)</td>
<td></td>
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<tr>
<td>CDBG (Federal Allocation)</td>
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<tr>
<td>CDBG-CV (Federal Allocation)</td>
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<tr>
<td>California Department of Social Services (CDSS) Emergency COVID Funding</td>
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<tr>
<td>California Emergency Solutions and Housing (CESH) Funds</td>
<td></td>
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<tr>
<td>Continuum of Care (CoC) Program Funds</td>
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<tr>
<td>Coronavirus Relief Fund (CRF)</td>
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<tr>
<td>Emergency Housing Voucher Program (EHV)</td>
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<tr>
<td>The Emergency Rental Assistance Program (ERAP)</td>
<td></td>
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<tr>
<td>Emergency Solutions Grants (ESG) (Federal Allocation)</td>
<td></td>
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<tr>
<td>Emergency Solutions Grants - CV (ESG-CV) (Federal Allocation)</td>
<td></td>
</tr>
<tr>
<td>ESG (State CoC Allocation)</td>
<td></td>
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<tr>
<td>ESG-CV (State Allocation)</td>
<td></td>
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<tr>
<td>Federal Emergency Management Agency (FEMA) Disaster Relief Fund</td>
<td></td>
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<tr>
<td>Homeless Coordinating and Financing Council (HCFC) Emergency COVID Funding</td>
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<tr>
<td>Housing and Disability Advocacy Program (HDAP)</td>
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<tr>
<td>Homeless Emergency Aid Program (HEAP)</td>
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<td>HOME Investment Partnerships Program</td>
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<td>HomeKey</td>
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<tr>
<td>Homeless and Housing Assistance Program (HHAP)</td>
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<tr>
<td>Housing Opportunities for Persons with Aids (HOPWA)</td>
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<tr>
<td>US Department of Housing and Urban Development – Veteran’s Affairs (VA) Supportive Housing Program (HUD-VASH)</td>
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<tr>
<td>No Place Like Home (NPLH)</td>
<td></td>
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<tr>
<td>Local Housing Trust Fund (LHTF)</td>
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<td>Supportive Services for Veteran Families (SSVF)</td>
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APPENDIX E: SNAPSHOT OF PROGRAMS AND SERVICES IN STANISLAUS COUNTY

The following is not-exhaustive list of some key homeless and housing programs and services available within Stanislaus County. One recommendation of this plan is to build out an outline and paper format homeless resource guide for the county that is regularly updated, this list may serve as a good starting point.

<table>
<thead>
<tr>
<th>Types of Service</th>
<th>Agency</th>
<th>Program Name</th>
<th>Known Population Served</th>
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APPENDIX F: SYSTEM PERFORMANCE MAP