

San Joaquin Valley REAP

REGIONAL EARLY ACTION PLANNING

SJCOG REGIONAL HOUSING PRIORITIES

ADOPTED SEPTEMBER 2020



REGIONAL HOUSING TRUST FUND

Develop a plan to establish a housing trust fund to address regional needs



STREAMLINE DEVELOPMENT

Provide funds to local jurisdictions to improve development processes and tools



REGIONAL PROJECT PIPELINE

Identify and implement tools and best practices to facilitate the development of projects



OFFSET NEGATIVE IMPACTS OF COVID-19

Provide funds to support ongoing local housing planning activities

REAP 1.0

SJCOG Closeout Report

BACKGROUND

REAP 1.0 was a collaborative effort across the San Joaquin Valley, led by Fresno COG with support from SJCOG and other regional agencies. SJCOG received approximately \$2.4 million, which was distributed to our member jurisdictions to help them plan for future housing needs. Many communities used the funding to update their long-term housing plans and advance related planning efforts. At the regional level, SJCOG also explored new strategies to support affordable housing, including a study on the potential for creating a regional Housing Trust Fund.





Close Out Report

1. Summary

For your MPO and sub-allocations, please fill out the table below:

<https://www.sjcog.org/611/Local-REAP-10-Activities>

MPO, Jurisdiction/ Organization	Description of project or activities	Start Date (mm/dd/yr)	Completion Date (mm/dd/yr)	Duration (yrs./mos.)
SJCOG, San Joaquin County	<ul style="list-style-type: none"> ○ 6th Regional Housing Needs Assessment (RHNA) Cycle Housing Element Updates and Initial Implementation ○ Hiring Additional Plan Check Staff and Streamline Residential Permit Issuance ○ Supplement Existing Projects Identified as Eligible Projects Under SB-2/Local Early Action Planning (LEAP) Grant 	10/11/21	11/21/24	37 months
SJCOG, Stockton	<ul style="list-style-type: none"> ○ Housing Pipeline Accela Process Improvements ○ GIS + Accela Integration + Decision Tree Software ○ Project Initiation and Background Research + Outreach + Existing Document Review 	8/13/21	8/20/24	36 months

	<ul style="list-style-type: none"> ○ Analysis of Infrastructure Deficiencies ○ Pre-Approved Plans: Mixed Use and Residential Typologies ○ Targeted Site Proformas (Adaptive Reuse Proforma) ○ Neighborhood Planning A - S. Airport Way Corridor (Equity and Access) ○ Neighborhood Planning B - Little Manila/Gleason Park (Industrial Transition and Adaptive Reuse) ○ Neighborhood Planning C - Cabral Station Neighborhood [Transit-Oriented Development (TOD) Focus] ○ California Environmental Quality Act (CEQA)/Environmental Clearance 			
SJCOG, Lodi	<ul style="list-style-type: none"> ○ Housing Element and Affirmatively Further Fair Housing ○ Expediting Affordable Housing Through Site Plans/Rehabilitation 	8/13/21	11/21/24	39 months
SJCOG, Manteca	<ul style="list-style-type: none"> ○ 6th Regional Housing Needs Assessment (RHNA) Cycle Housing Element Update 	8/13/21	11/21/24	39 months
SJCOG, Tracy	<ul style="list-style-type: none"> ○ 6th Regional Housing Needs Assessment (RHNA) Cycle Housing Element Update 	8/13/21	11/21/24	39 months

	<ul style="list-style-type: none"> ○ Transit-Oriented Development (TOD) Specific Plan ○ Policy and Zoning Ordinance Amendments 			
SJCOG, Ripon	<ul style="list-style-type: none"> ○ Updates to the City's Building Permitting and Plan Checking Software ○ Technology Upgrades to the City's Development Permitting and Plan Checking Software ○ 6th Regional Housing Needs Assessment (RHNA) Cycle Housing Element 	9/15/21	11/21/24	38 months
SJCOG, Escalon	<ul style="list-style-type: none"> ○ Technical Assistance Improving Housing Permitting Processes, Tracking Systems, and/or Planning Tools ○ Planning and Design of the City's Phase 3 Sewer Line Rehabilitation Project 	8/20/21	7/28/23	23 months
SJCOG, Lathrop	<ul style="list-style-type: none"> ○ Update the City's Integrated Water Resource Master Plan 	9/15/21	1/13/23	16 months
SJCOG	<ul style="list-style-type: none"> ○ Regional Housing Needs Allocation ○ San Joaquin Regional Housing Fund <ul style="list-style-type: none"> ○ Project Pipeline ○ ADU Calculator - https://www.sjcog.org/617/Accessory-Dwelling-Unit-ADU-Calculator ○ Housing Connect Tool - https://san-joaquin- 			39 months

	cog-housing-connect-rincon.hub.arcgis.com <ul style="list-style-type: none"> ○ Enterprise San Joaquin Regional Housing Fund – Recommendations Memo ○ Bi Monthly Planners Roundtable 			
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For the MPO and jurisdiction projects and activities noted above, please provide several bullet point examples of the following:

- *Project goals and relevance to REAP goals. (REAP Goals are to enhance planning activities to accelerate housing production, and facilitate compliance in implementing the sixth cycle of the Regional Housing Needs Allocation.)*
 - Below is an analysis of how each action supports these goals:
 - Housing Element Updates and Implementation (Multiple Cities)
 - Support the 6th RHNA cycle by ensuring cities update their Housing Elements, which are essential for planning housing production and complying with state housing mandates.
 - SJCOG's Regional Housing Needs Allocation (RHNA) efforts play a critical role in ensuring fair distribution of housing needs among jurisdictions.
 - Streamlining and Modernizing Permit Processes (Stockton, Lodi, Ripon, Escalon)
 - Enhancing local capacity to manage housing production by modernizing permitting processes and improving planning tools.
 - Examples: GIS integration, pre-approved plans, and technology upgrades streamline residential permit issuance, directly accelerating housing production.
 - Infrastructure Planning (Lathrop, Escalon, Stockton)
 - Examples: Sewer line rehabilitation and water resource master plans address critical infrastructure deficiencies, enabling housing projects to move forward more efficiently. Emphasized housing and infrastructure planning, which this design phase directly supported by laying the groundwork for 40 affordable housing units (Lodi).
 - Targeted Neighborhood Planning (Stockton)
 - Projects such as neighborhood plans for S. Airport Way Corridor, Little Manila/Gleason Park, and Cabral Station focus on equitable development, industrial transition, adaptive

reuse, and transit-oriented development (TOD). These promote housing production in key areas while advancing equity and sustainability.

- SJCOG's Housing Connect Tool aids in planning by offering interactive data and mapping to support informed decision-making.
- Expediting Affordable Housing (Lodi)
 - Accelerating site plans and rehabilitation enhances the production of affordable housing, meeting critical needs and advancing housing equity.
- Policy and Zoning Amendments (Tracy)
 - Transit-Oriented Development (TOD) plans and zoning ordinance amendments in Tracy remove barriers to housing development and promote higher-density housing in areas with transit access.
 - SJCOG's ADU Calculator helps jurisdictions and homeowners evaluate and plan for Accessory Dwelling Units, contributing to increased housing options.
- Project Pipeline and San Joaquin Regional Housing Fund (SJCOG)
 - Project Pipeline is used to identify and support housing projects that require gap financing.
 - San Joaquin Regional Housing Fund Inc. is a financial mechanism for supporting the development and preservation of affordable housing.
- *Actions that had the greatest impact on housing production.*
 - Streamlining Permitting Processes (Stockton, Lodi, Ripon)
 - Simplifying residential permit issuance, integrating GIS with Accela, and upgrading permitting software reduces administrative delays, accelerating housing development timelines.
 - Pre-Approved Plans for Mixed-Use and Residential Typologies (Stockton)
 - Pre-approved plans reduce the time and costs associated with housing design and approval, allowing developers to begin projects more quickly.
 - Targeted Infrastructure Investments (Escalon, Stockton, Lathrop)
 - A combination of planning activities addressed infrastructure barriers that hinder housing development. This includes both long-term infrastructure planning and adaptive reuse, a key prohousing strategy, to expedite affordable housing production.
 - Neighborhood Planning (Stockton)
 - Focused neighborhood planning with TOD, adaptive reuse, and equity considerations unlocks the potential for significant housing production in strategic locations.

- **Quantified Outcome:** Updated utility and roadway topographies, coordinated with multi-jurisdictional utility providers, and established the preliminary alignment for a sewer line project benefiting **approximately 250 housing units** by August 2024
- **City of Lathrop**
 - **Outcome:** Completed Water, Wastewater, and Recycled Water System Master Plan Amendments.
 - **Quantified Outcome:** Process improvements and hydraulic model validations led to expedited infrastructure capacity planning, supporting future housing developments for **an estimated 500 units**
- **City of Lodi**
 - **Outcome 1:** Streamlined permitting and approvals to accelerate housing production.
Quantified Outcome: Developed the initial design plan and feasibility study (funded by REAP 1.0), enabling faster approvals and infrastructure planning in alignment with REAP 1.0 guidelines.
 - **Outcome 2:** Established prohousing policies to facilitate affordable housing development.
Quantified Outcome: Implemented adaptive reuse strategies to convert existing structures into housing, reducing barriers to production and expediting approvals.
 - **Outcome 3:** Advanced the Regional Project Pipeline by laying groundwork for future housing.
Quantified Outcome: Supported the development of 40 affordable housing units on Main Street by funding site planning, feasibility studies, and infrastructure assessments, ensuring alignment with REAP 1.0 goals.
- **City of Manteca**
 - **Outcome:** Submitted the Administrative Draft Housing Element to HCD.
 - **Quantified Outcome:** Hosted **two public workshops** and gathered input from **hundreds of stakeholders**; the draft identified **over 1,200 housing sites** for the 6th RHNA cycle.
- **City of Ripon**
 - **Outcome:** Progressed on the 6th Cycle Housing Element Update.
 - **Quantified Outcome:** Conducted **housing workshops** and **stakeholder surveys** involving **more than 500 community members**, ensuring comprehensive public participation.
- **San Joaquin County**
 - **Outcome:** Hired additional plan check staff and streamlined residential permit issuance.
 - **Quantified Outcome:** Reduced residential permit review times by **30%**, enabling **1,000 permits** to be processed during the REAP-funded period.

- **City of Tracy**
 - **Outcome 1:** Developed the Transit-Oriented Downtown Specific Plan.
 - **Quantified Outcome:** Hosted **four community outreach meetings** and identified **potential sites for 1,000 high-density housing units**.
 - **Outcome 2:** Implemented Policy and Zoning Ordinance Amendments.
 - **Quantified Outcome:** Drafted amendments enabling **by-right high-density housing** in commercial zones and streamlined Accessory Dwelling Unit (ADU) development. The City of Tracy is updating its zoning to allow higher-density housing, streamline approvals, and expand ADU development. Proposed changes include increasing the High-Density Residential (HDR) limit beyond 25 units per acre, allowing by-right high-density housing in commercial zones, and removing discretionary barriers for multi-family projects. Additionally, ADU regulations have been eased, with pre-approved plans and reduced restrictions to encourage development. These amendments aim to facilitate more housing, align with state mandates, and support growth in key areas like downtown and mixed-use corridors.
- **City of Stockton**
 - **Outcome 1:** Completed Permit System Updates.
 - **Quantified Outcome:** Launched the Stockton Permitting Portal, reducing average residential permit processing times by 40%, expediting approvals for over **1,500 housing units** since 2021.
 - **Outcome 2:** Advanced Neighborhood Planning for Targeted Areas.
 - **Quantified Outcome:** Circulated public drafts for three neighborhood action plans, including Manila Gleason and South Airport, **involving several hundred residents** in public consultations. Plans are expected to facilitate development of **“missing middle” housing types in key growth areas**.

2. Lead Agency and Partnerships

List the lead agency and partnerships that occurred in your county from REAP funding. Include names, position titles and responsibilities. For example, if you did a multijurisdictional housing element, this could be the lead MPO staff, jurisdictional lead staff, consultants, community organizations, etc.

Organization	Name	Title	Responsibilities
SJCOG	Christine Corrales	Manager of Planning	Project team handled admin, management, and coordination for all SJCOG REAP
	Kim Anderson		
	Joann Martinez		

	Christine Tran Joyce Yee	Deputy Director of Planning Associate Regional Planner Associate Regional Planner Assistant Regional Planner	activities and jurisdictional projects. Led Planners Roundtable, provided technical assistance, and ensured stakeholder collaboration.
Rincon Consultants	Jason Montague	Senior Planner	Lead Housing Connect Tool
Enterprise Community Partners	Kristine Williams	Principal Planner	Lead Enterprise San Joaquin Regional Housing Fund – Recommendations Memo Feasibility Study Advisory Committee
HR&A Advisors	Paul J Silvern	Vice President	<ul style="list-style-type: none"> • Housing Trust Fund and Financial Feasibility Analysis • Affordable Housing Needs Assessment • Administrative Assessment and Plan
Feasibility Study Advisory Committee	<ul style="list-style-type: none"> • Manteca • Ripon • Stockton • San Joaquin County • Wilton Rancheria (Miwok) • Visionary Home Builders • San Joaquin Housing Authority • RSSC 	Jeffery 'JD' Hightower, Deputy Director of Development Services Mallorie Fenrich Lea Simvoulakis Ken Zuidervaart, Director of Planning, Building and Economic Development	Provided expert insights and strategic guidance for the Regional Housing Trust Fund (RHTF) Feasibility Study. Assisted in evaluating funding mechanisms, shaping policy recommendations, and supporting

	<ul style="list-style-type: none"> • RSSC • San Joaquin County Continuum of Care • Enterprise • BIA of the Greater Valley 	Kevin Werner, City Administrator Matt Diaz, Advanced Planning Manager Mike McDowell, Deputy Director of Planning and Engineering Cynthia Marsh, Senior Planner Sol Jobrack Jesus Tarango Carol Ornelas Peter W. Ragsdale (include Doi Do) RC Thompson Jason Weiner Adam Cheshire Kristine Williams John Beckman	regional housing solutions.
Community Planning Collaborative	Micah Epstein	Associate Planner	Lead ADU Calculator
Chan Zuckerberg Initiative Grant Funding	Xiomara Cisneros	Housing Manager	Provided partial funding for the Housing Connect Tool and additional funding for FUSE Corps fellow working on housing policy and regional planning initiatives.
Fuse Corp Grant Funding	Raina Yusufova	Senior Associate of Programs	Embedded fellow supported housing policy and regional planning efforts, focusing on capacity building, stakeholder engagement, and implementation strategies.
San Joaquin County	Megan Aguirre	Senior Planner San Joaquin County Community	Led REAP-funded projects, participated in

		Development Department	Planners Roundtable & RHNA, oversaw deliverables, contributed to regional housing efforts
Stockton	Matt Diaz	Advanced Planning Manager	Led REAP-funded projects, participated in Planners Roundtable & RHNA, oversaw deliverables, contributed to regional housing efforts
Lodi	Jennifer Rhyne	Neighborhood Services Manager	Led REAP-funded projects, participated in Planners Roundtable & RHNA, oversaw deliverables, contributed to regional housing efforts
Manteca	Jesus Orozco	Deputy Director	Led REAP-funded projects, participated in Planners Roundtable & RHNA, oversaw deliverables, contributed to regional housing efforts
Tracy	Craig Hoffman	Senior Planner	Led REAP-funded projects, participated in Planners Roundtable & RHNA, oversaw deliverables, contributed to regional housing efforts

Ripon	Ken Zuidervaart	Director of Planning, Building & Economic Development	Led REAP-funded projects, participated in Planners Roundtable & RHNA, oversaw deliverables, contributed to regional housing efforts
Escalon	Jaylen French	City Manager	Led REAP-funded projects, participated in Planners Roundtable & RHNA, oversaw deliverables, contributed to regional housing efforts
Lathrop	Rick Caguiat	Community Development Director	Led REAP-funded projects, participated in Planners Roundtable & RHNA, oversaw deliverables, contributed to regional housing efforts

Describe the process of collaboration that occurred.

1. Lead Staff and Coordination:

- SJCOG played a central role in managing and coordinating REAP 1.0 activities, ensuring seamless collaboration among jurisdictions, stakeholders, and regional partners to advance housing initiatives.
- Project Leadership & Coordination – SJCOG managed REAP-funded projects, technical assistance, and stakeholder engagement across the region.
- Regional Collaboration & RHNA Inclusion – Spearheaded policy discussions and outreach, including efforts to integrate Mountain House into RHNA, despite the process closing in 2022.
- Planners Roundtable & Stakeholder Engagement – Convened jurisdictions, tribal representatives, developers, and community organizations through roundtable discussions, advisory meetings, and webinars, aligning on priorities and tools for regional housing efforts.

- Valley Coordination monthly meetings – Convened Valley MPO’s monthly discussions, advisory meetings, and webinars, aligning on priorities and tools for regional housing efforts.
 - Housing Trust Fund Feasibility Study – Partnered with HR&A Advisors, Enterprise Community Partners, and the Feasibility Study Advisory Committee to assess funding mechanisms and governance structures for a Regional Housing Trust Fund (RHTF).
 - Technical & Financial Oversight – Worked with Rincon Consultants, Enterprise, and FUSE Corps to develop and implement tools like the Housing Connect Tool and housing fund strategies, expanding local capacity for housing solutions.
 - Public Engagement & Board Approvals – Led extensive outreach, secured SJCOG Board approvals, and engaged local jurisdictions and philanthropic partners to support housing implementation efforts and policy development.
 - Through strategic coordination, stakeholder collaboration, and technical expertise, SJCOG advanced regional housing initiatives and laid the groundwork for REAP 2.0 implementation.
- 2. Tools and Expertise:**
- **Rincon Consultants (Jason Montague)** spearheaded the use of the Housing Connect Tool, which centralized housing data and streamlined RHNA adjustments.
 - **Community Planning Collaborative (Micah Epstein)** led the development of the ADU Calculator, allowing jurisdictions to incorporate accessory dwelling units into their housing strategies effectively.
- 3. Jurisdiction Engagement:**
- Each jurisdiction submitted critical data to support updates:
 - Stockton (Matt Diaz), Lodi (Jennifer Rhyne), Manteca (Jesus Orozco), Tracy (Craig Hoffman), Ripon (Ken Zuidervaart), and others.
 - Roundtable meetings fostered collaboration, as jurisdictions recognized the Housing Connect Tool’s benefits, including tracking residential development, analyzing opportunity sites, and streamlining Annual Progress Reports (APR).
- 4. Funding and Philanthropic Support:**
- The **Chan Zuckerberg Initiative (Xiomara Cisneros)** and **Fuse Core (Raina Yusufova)** provided critical funding, for enhancements and maintenance.
 - This support ensured robust tools and ongoing engagement.
- 5. Outcomes and Milestones:**
- Integration of Mountain House into RHNA ensured the newly incorporated city’s housing needs were accurately determined.
 - Tools like the Housing Connect Tool facilitated data visualization and sustainability analyses for all jurisdictions.
 - Jurisdictions appreciated how these innovations enhanced their housing elements and supported broader RHNA compliance.

This collaboration is a testament to the power of partnerships, innovation, and shared commitment to regional housing goals.

3. Drivers

Please answer the following questions for the projects and activities in your county:

Did any local, state, or federal legislation or mandates drive the project(s)? (i.e. SB 35, AB 1397, etc.)

Yes, several legislative mandates drove these projects and activities:

- **SB 35:** Streamlined housing approvals for qualifying developments, particularly in areas like Stockton where GIS + Accela integration was used to meet processing efficiency requirements.
- **AB 1397:** Mandated realistic site inventories, prompting detailed housing element updates in cities like Lodi, Tracy, and Manteca.
- **SB 2/LEAP Grant:** Provided funding and guidelines for activities like hiring additional plan check staff and streamlining residential permit issuance.
- **AB 686:** Affirmatively Furthering Fair Housing (AFFH) requirements influenced Lodi's housing element updates and site rehabilitation efforts.

Was it a community-driven effort?

Yes, these activities were heavily community-driven:

- Public workshops and stakeholder meetings were central to housing element updates in Manteca, Lodi, and Tracy, ensuring input from hundreds of residents.
- Neighborhood planning in Stockton, including areas like Little Manila and Cabral Station, involved extensive engagement with local communities to prioritize equity and adaptive reuse.
- Cities like Ripon and Escalon conducted surveys and technical assistance workshops to improve housing permitting processes with direct community input.

Were there additional funding opportunities present?

Yes, additional funding opportunities supported these projects:

- **Chan Zuckerberg Initiative Grant:** Provided funding for tools like the Housing Connect Tool.
- **LEAP and SB2 Grants:** Funded housing element updates, permit streamlining, and neighborhood planning activities.
- **Fuse Corps Grant:** Fuse Corps provided additional leadership capacity for SJCOG to manage REAP funded initiatives for the region, like the trust fund.
- **Local Community Development Block Grant (CDBG):** Assisted with specific projects, including infrastructure improvements in [Escalon](#) and [Lathrop](#).

4. Engagement Process

Please answer the following questions for the projects and activities in your county:

Who were your stakeholders?

Our stakeholders included:

- **Local Governments:** Cities of Stockton, Lodi, Manteca, Tracy, Ripon, Escalon, Lathrop, and San Joaquin County.
- **Community Organizations:** Local nonprofits, advocacy groups, and neighborhood associations.
- **Regional Partners:** San Joaquin Council of Governments (SJCOG) and neighboring jurisdictions.
- **Consultants:** Rincon Consultants (Housing Connect Tool), Community Planning Collaborative (ADU Calculator), and others providing technical expertise. University of the Pacific (RHNA methodology development)
- **Funding Partners:** Chan Zuckerberg Initiative, Fuse Corps, and the California Department of Housing and Community Development (HCD).
- **Community Members:** Residents participating in workshops, surveys, and outreach efforts.
- **Private Sector:** Developers and planning professionals engaged in site plan discussions and housing typology designs.

What did the engagement process look like?

Initial Outreach:

- Public meetings, social media campaigns, and stakeholder surveys to identify community needs and gather feedback on housing strategies.

Workshops and Training:

- Hosted workshops for stakeholders to educate them on tools like the Housing Connect Tool and ADU Calculator.
- Conducted housing element workshops in cities like Lodi, Manteca, and Tracy to encourage participation in RHNA compliance efforts.

Technical Assistance and Collaboration:

- Regular roundtable meetings with local governments to discuss best practices, legislative updates, and site planning.
- One-on-one technical assistance for jurisdictions to address specific needs like permit streamlining and infrastructure planning.

Community Engagement:

- Neighborhood-specific planning efforts in Stockton, focusing on equity, transit-oriented development (TOD), and adaptive reuse in areas like Little Manila and Cabral Station.
- Surveys and public hearings to involve residents in shaping housing policies.

What role did your stakeholders play in the process? (i.e. training, education, outreach)

Local Governments:

- Provided data for housing element updates and participated in technical workshops.
- Hosted outreach events and incorporated community feedback into local plans.

Consultants:

- Delivered training on tools and assisted with data analysis and integration (e.g., Rincon’s Housing Connect Tool and Community Planning Collaborative’s ADU Calculator).

Community Organizations:

- Helped facilitate outreach to underrepresented groups, ensuring equitable participation in the process.

Funding Partners:

- Supported the implementation of tools and provided resources for planning efforts.

Community Members:

- Participated in public hearings, workshops, and surveys, shaping housing policies to reflect local needs.

What were the outcomes of the engagement process?

- **Enhanced Local Capacity:**
 - Cities improved their housing permitting and planning processes, such as Stockton’s Accela integration and Lathrop’s infrastructure planning.
- **Community-Driven Plans:**
 - Housing element updates and neighborhood plans reflected the priorities of local residents, addressing issues like equity and transit-oriented development.
- **Improved Tools and Resources:**
 - The Housing Connect Tool and ADU Calculator were tailored to meet local needs, resulting in better data tracking and streamlined processes.
- **Increased Housing Production:**
 - Engagement efforts accelerated housing development by streamlining approvals and aligning projects with RHNA goals.
- **Stronger Partnerships:**
 - Collaboration between governments, nonprofits, and residents fostered a shared commitment to addressing the housing crisis.

This engagement process ensured that the housing projects and activities were inclusive, effective, and aligned with community and regional goals.

5. Challenges

Please answer the following questions for the projects and activities in your county::

What challenges were encountered?

- **Funding Gaps:** SJCOG faced challenges in securing matching funds for the newly established Regional Housing Fund due to limited aligned funding opportunities, strict eligibility criteria, and competition for grants. Coordinating participation from stakeholders also added complexity. Despite these challenges, REAP funding was crucial in establishing the Fund and supporting its initial goals.

- Community Resistance: Misconceptions about affordable housing created opposition mentioned in Stockton and Lodi projects.
- Compliance Complexity: Navigating RHNA and AFFH requirements was challenging. In preparing for the 6 Cycle RHNA update, SJCOG hired out for expert assistance in developing the RHNA methodology to ensure compliance with new requirements in updated statute, the first time in agency history.
- Housing Elements were on delayed timelines due to challenges with procurement and more comments received while meeting new community outreach requirements.
- Housing Fund, making sure we had jurisdictions on board. It took a lot of focused engagement and jurisdiction stakeholders. Intensive outreach and engagement with jurisdictions.

What solutions were encountered or created?

- Improved Technology: GIS and Accela integration reduced delays.
- Infrastructure Upgrades: REAP funding addressed critical deficiencies in utilities.
- Outreach Campaigns: Education initiatives eased public resistance.
- Flexible Funding Use: Leveraging surplus funds from LEAP/SB2 ensured project completion.
- Standardized Tools: Tools like the Housing Connect Tool streamlined compliance with Annual Progress Reporting, Housing Element Reporting (Priority Sites) etc.

Are there areas for improvement of policy alignment at the state or federal level to help achieve this project more easily?

- Simplify compliance processes for RHNA and AFFH.
- Increase infrastructure funding tied to housing projects.
- Allow more flexible use of state and federal housing funds.
- Support public outreach to address community resistance.
- Provide ongoing technical assistance to smaller jurisdictions.
- Provide ongoing REAP funding to regional and local agencies to continue addressing the housing crisis.

6. Outcomes

Please answer the following questions for the projects and activities in your county::

What are the current or projected outcomes? What are the benefits?

- Current Outcomes:
 - Regional Housing Trust Fund Development: Initial feasibility work has been completed, paving the way for a sustainable funding source to address long-term housing needs across San Joaquin County.
 - Developed Regional Housing Pipeline: Established a prioritized pipeline of housing projects.

- Improved RHNA Methodology: The 6th Cycle RHNA process incorporated stakeholder input and supplemental data, resulting in more accurate housing need distribution and a reduction of approximately 1,000 units in the final regional housing determination.
- Infrastructure Upgrades: Projects like Escalon’s sewer line rehabilitation and Lathrop’s water resource planning are addressing critical barriers to housing development, ensuring readiness for future growth.
- Streamlined Local Housing Processes: Several jurisdictions implemented permitting improvements, including Stockton’s GIS and Accela integration, reducing delays in housing approvals.
- Projected Outcomes:
 - Sustained housing production through targeted investments in infrastructure and planning.
 - Regional collaboration through the Housing Trust Fund to pool resources and scale efforts across jurisdictions.
 - Expanded capacity for local jurisdictions to meet RHNA compliance and housing production goals.
- Benefits:
 - Faster housing approvals and reduced administrative barriers.
 - Enhanced equity through targeted neighborhood planning, including adaptive reuse and transit-oriented development (e.g., Stockton’s Little Manila and Cabral Station plans).
 - Stronger alignment between infrastructure planning and housing needs, improving project readiness and long-term sustainability.

Did actual outcomes meet expectations?

Yes, many outcomes exceeded expectations:

- The Housing Trust Fund Feasibility Study advanced, despite funding challenges, establishing a foundation for long-term regional housing solutions.
- Stockton’s permitting system improvements achieved significant reductions in approval times, meeting efficiency goals.
- Regional coordination efforts, including stakeholder workshops and ad hoc committees, successfully informed the RHNA methodology, improving its accuracy and alignment with local needs

Have new opportunities arisen as a result of this project?

- Expanded Collaboration: The Regional Housing Fund is fostering regional partnerships, creating opportunities to leverage additional funding and develop innovative housing projects.
- Replicable Success Models: Lodi’s adaptive reuse projects and Stockton’s streamlined permitting processes provide blueprints for other jurisdictions.
- Funding Potential: The success of REAP-funded projects positions SJCOC and local jurisdictions to secure additional state and philanthropic funding

What are the next steps?

1. Complete Regional Housing Fund Development: Secure additional funding, hire a fund manager, and finalize governance structures to operationalize the Fund.
2. Expand Demonstration Projects: Encourage the replication of successful initiatives like Stockton's Accela integration and Lodi's adaptive reuse projects in other jurisdictions.
3. Strengthen Infrastructure Investments: Address remaining barriers in areas like Escalon and Lathrop to support shovel-ready housing projects.
4. Enhance Public Engagement: Conduct outreach to improve community support for future housing initiatives and equity-focused projects.
5. Monitor and Evaluate Progress: Regularly review outcomes to ensure alignment with housing goals and refine strategies as needed.
6. Foster Interagency Collaboration: By fostering close collaboration, REAP 2 will help create a more cohesive regional housing strategy that accelerates the delivery of housing solutions. Building on REAP 1 efforts, this approach ensures that lessons learned, best practices, and successful initiatives are integrated into a regional framework, maximizing impact across jurisdictions.

7. Replicability

Please answer the following questions for the projects and activities in your county:

What aspects of the project(s) could be replicated in other communities?

Streamlined Permitting Processes:

Integrating GIS with Accela software, as implemented in Stockton, can be replicated to enhance efficiency in residential permit issuance and reduce delays. Developing pre-approved plans for mixed-use and residential typologies can expedite housing approvals in other jurisdictions.

Neighborhood-Specific Planning:

Targeted neighborhood plans, such as those in Stockton's Little Manila and Cabral Station areas, can serve as models for communities focusing on equity, adaptive reuse, and transit-oriented development (TOD).

Housing Element Updates:

Lodi, Manteca, and Tracy coordinated on best practices, outreach, and data collection to align their Housing Elements with RHNA compliance and state mandates like AB 686 (AFFH). While each jurisdiction maintained its own Housing Element, this collaborative approach streamlined compliance, improved consistency in housing policies, and can serve as a model for other cities looking to enhance regional housing strategies.

Infrastructure Planning:

Infrastructure improvements, such as Escalon’s sewer line rehabilitation and Lathrop’s water resource master planning, provide a blueprint for addressing infrastructure challenges that hinder housing development.

Community Engagement Framework:

Public workshops, stakeholder roundtables, and surveys effectively engaged diverse populations in the planning process, ensuring inclusivity and local buy-in.

What useful resources and tools were implemented?

Housing Connect Tool (Rincon Consultants):

- Centralized data for tracking residential development, opportunity site inventories, and housing progress.
- Features such as sustainability analysis and development trends are valuable for any jurisdiction aiming to optimize housing production.

ADU Calculator (Community Planning Collaborative):

- A tool to assess accessory dwelling unit (ADU) potential, aiding in realistic planning and compliance with state housing laws.

Pre-Approved Plans:

- Templates for residential and mixed-use developments that reduce design and approval time.

Grant Funding Resources:

- Leveraging REAP, LEAP, and philanthropic funding sources like the Chan Zuckerberg Initiative and Fuse Corps to support housing initiatives.

Streamlined Permit Systems:

- GIS + Accela integration reduced processing times and improved interdepartmental coordination, setting an example for efficient permit systems.

Technical Assistance and Training:

- Workshops and user manuals provided local governments with the information to implement tools effectively.

8. Project Highlights, Best Practices and Anticipated Achievements

Please answer the following questions for the projects and activities in your county:

What are the most prominent project highlights and why?

- Streamlined Housing Production (Stockton, Ripon, Escalon, Lodi): Jurisdictions improved permitting processes and integrated GIS with Accela, significantly reducing approval times. Stockton cut permit processing times by 40%, while pre-approved housing plans further expedited project starts. Lodi’s adaptive reuse of vacant buildings provided a practical and efficient solution to meet housing needs, showcasing scalable strategies for other areas.

- Collaborative Neighborhood Planning (Stockton): Targeted plans in Little Manila, Cabral Station, and South Airport prioritized equity, adaptive reuse, and TOD (Transit-Oriented Development), unlocking key opportunities for housing growth.
- Housing Tools Deployment (Regional): Tools like the Housing Connect Tool and ADU Calculator centralized housing data, enabling jurisdictions to efficiently manage inventories, track progress, and plan realistically for RHNA compliance.

What are some of the best practices that could be used by other agencies at the local, regional, state or federal level?

- Data Integration for Efficiency (Stockton, Escalon): GIS and Accela software integration streamlined workflows and cut delays in housing approvals. Escalon's integration supported efficient utility and infrastructure planning.
- Matching Fund Multiplication (Regional): Leveraging grants from REAP, LEAP, and philanthropic sources like the Chan Zuckerberg Initiative have maximized program funding.
- Maximizing Adaptive Reuse Potential (Local): Lodi's approach to repurposing vacant Main Street properties into supportive housing illustrates how adaptive reuse can address housing shortages while revitalizing urban areas. This strategy can inspire agencies to evaluate underutilized assets for housing solutions.
- Hybrid Engagement (Stockton, Lodi, Tracy): Hybrid workshops expanded accessibility and inclusivity, increasing public participation in RHNA updates and community-driven neighborhood plans.
- Infrastructure Focus (Escalon, Lathrop): Sewer line rehabilitation in Escalon and water resource master planning in Lathrop addressed infrastructure bottlenecks, facilitating future housing projects.

What are some long-term achievements that could result from the overall project?

- Sustainable Housing Production Across the Region: Housing element updates in cities within the region identified key opportunity sites and policies to align with RHNA goals. This groundwork will increase housing availability and ensure long-term compliance with state housing mandates like AB 686 (Affirmatively Furthering Fair Housing).
- Regional Collaboration Framework: Multi-jurisdictional partnerships, such as those facilitated by SJCOG, fostered coordinated efforts among our jurisdictions. These collaborations have established a model for regional planning, shared funding, and leveraging tools like the Housing Connect Tool to align housing needs and resources. The bi-monthly Planners Roundtable further supports knowledge sharing, stakeholder engagement, and the alignment of resources to address housing needs effectively.
- Infrastructure Preparedness for Housing Development: Investments in projects like Escalon's sewer line rehabilitation and Lathrop's water resource planning removed key bottlenecks, enabling future housing growth while addressing critical infrastructure gaps.

- Equity and TOD-Focused Development in Stockton:
Targeted neighborhood planning initiatives, including adaptive reuse in Little Manila and transit-oriented development near Cabral Station, will ensure equitable access to affordable housing and support smart growth.

9. Additional Resources

Provide web links to: The project and activities noted in the report.

- Housing Connect Tool - <https://www.sjcog.org/113/Regional-Housing-Needs-Allocation>; <https://san-joaquin-cog-housing-connect-rincon.hub.arcgis.com/>
- San Joaquin County ADU Calculator: <https://sjcog.aduaccelerator.org/calculator>
- Jurisdiction REAP 1.0 Activities w/ links: <https://www.sjcog.org/611/Local-REAP-10-Activities>
- San Joaquin Regional Housing Fund: <https://www.sjcog.org/612/San-Joaquin-Regional-Housing-Fund-Inc>
 - [Housing Trust Fund and Financial Feasibility Analysis](#)
 - [Affordable Housing Needs Assessment](#)
 - [Administrative Assessment and Plan](#)
 - [SJRFH Inc. Program Profile](#)

The resources used throughout the project, and any other relevant resources.

n/a

10. Further Information

Provide information on who can be reached for HCD to obtain more information about the project and activities. Include names, phone numbers, and email addresses for one or more individuals.

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