

## **SUBMISSION PORTAL OVERVIEW**

**Is the Application a "Test" Submission?**

No, this is my official Submission.

# Part 1: ADMINISTRATIVE INFORMATION

## Application Window

This application is being submitted in the following application window:

Window #2, 3/1/2023 - 4/30/2023

## Eligible Applicant

Select the eligible applicant's jurisdiction type.

CoC

Select from the list of continuums of care.

Pasadena CoC

## Implementing Organization

Implementing Organization

City of Pasadena

Specific Unit or Office Within the Implementing Organization

Department of Housing

Implementing Organization's Address

649 N. Fair Oaks Ave, Suite 202

City

Pasadena

Zip Code

91103

County

United States

Implementing Organization's Tax ID

Number

City of Pasadena

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**Name**

Nicholas Rodriguez

**Title**

Assistant City Manager

**⚠️ This Application uses character limits ⚠️**

**Reaching these limits is not required. Competitive responses may fall well short of these limits.**

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## **Part 2: PROPOSAL OVERVIEW**

### **People Served**

**Number of people currently residing in prioritized encampment site**

30

**Of people currently residing in prioritized encampment site, how many will be served by this proposal?**

23

**Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?**

120

**Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters**

90

**Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing**

45

**Is the prioritized encampment site part of a larger encampment area?**

No

### **Encampment Information**

**1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)**

The CoC's HMIS and Homeless Count data show that people who are Hispanic/Latino are overrepresented in encampments compared to the general unsheltered population (44% vs. 32%). Encampment residents are more likely to be men in single adult households with an average age of 44. People with learning/developmental disabilities (44% vs. 21%) and serious mental health conditions (69%

vs. 31%) are significantly overrepresented compared to the general unsheltered population, thus are higher acuity and require consistent engagement to address complex housing/service barriers. Higher rates of DV (31% vs. 8%) are reported, which may contribute to an overall distrust of systems due to past trauma. Residents have higher health needs that are exacerbated from living in cold, damp spaces infested with pests that perpetuate sickness. Open wounds may go unaddressed for extended periods of time due to long-term exposure to the elements and lack of access to healthcare. There are also significant sanitation concerns resulting from insufficient access to bathrooms. During the pandemic, there was an uptick in STIs and other infectious diseases (i.e. syphilis and hepatitis A) among encampment residents due to people living in close proximity. Nearly one third (31%) of people reported a substance use disorder, and outreach teams noted heavier substances (i.e. fentanyl, PCP, heroin and meth) are more likely to be prevalent, which creates greater vulnerability to overdose and illness.

**2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000 character limit)**

The string of encampments that will be served through this proposal consist of ten sites connected by way of the 210 and 134 freeways. Encampment sizes vary, although the largest does not typically exceed more than 10 people and the average size is 2 to 3 people. These sites have visible indicators of people staying in them and typically consist of tarp tents, makeshift structures situated behind tall bushes or holes dug out in the ground. These spaces are not insulated, therefore residents will use small fire pits for warmth and cooking which create hazardous fire conditions. Buckets and holes in the ground are normally used to discard human waste, debris and trash may quickly build around the living quarters and many people struggle with hoarding. Vehicles are not present at these sites. To remain out of public sight, encampments are forming inside bushes or other dugout, isolated areas near freeways that are harder for outreach teams to access.

**3. Why is this particular encampment site being prioritized? (1000 character limit)**

While Pasadena does not have large encampment communities, our jurisdiction has multiple smaller encampments located along freeway right-of-ways that generate concern from community members and pose significant health and safety risks for residents. The encampments along the 210 and 134 freeways are of higher urgency due to risk of injury and death to the residents from being fatally struck by vehicles, potential traffic and fire hazards, and other dangerous, inhumane conditions detrimental to public health and safety. In 2022, 2 of 21 deaths reported among experiencing homelessness people were at freeway onramps. Additional costs to the city (funded through public resources) are also incurred through cleanups since many grants do not consider these eligible activities. The residents living in these encampments also have more complex needs and higher barriers to housing that require dedicated shelter resources to make meaningful progress towards permanent housing.

**Attachment: Map**

Pasadena Map of Encampments.pdf

**4. Is the prioritized site on a state right-of-way?**

Yes - entirely

**Attachment: Caltrans Letter of Support**

Caltrans\_Pasadena ERF Support Letter.pdf

## **Proposal's Outcomes**

**5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If funded, what are the primary activities you are planning to implement to achieve the proposal's**

**outcomes? (1000 character limit)**

**OUTCOMES:**

- 1) 75% of participants will exit to emergency shelter, interim housing or other temporary housing destinations (i.e. treatment centers, sober living, SNF, etc).
- 2) 75% of participants served will be assessed through the Coordinated Entry System (CES)
- 3) 30% of clients served will exit to permanent housing destinations

The primary activities that will be implemented to achieve our proposal's outcomes include targeted street outreach and progressive engagement, connection to emergency shelter and interim housing using motel vouchers, and the provision of intensive case management and housing navigation services to support clients as they move through the system and exit to permanent housing. Housing Navigators will implement the Community Resiliency Model and promote Housing First, harm reduction and trauma-informed strategies.

**6. How will the applicant measure progress towards the proposal's outcomes? (1000 character limit)**

The CoC is committed to data-driven processes and ongoing evaluation. The CoC will measure progress towards the proposal's outcomes by running regular reports in HMIS to monitor the total number of people exiting to emergency shelter, other temporary destinations and permanent housing. If the outcomes are below desired thresholds, CoC staff will meet with program staff to provide technical assistance and identify opportunities to overcome barriers. Furthermore, since encampment residents are more likely to be chronically homeless, they will be prioritized in the CoC's Built for Zero initiative (BFZ) partnership with Union Station Homeless Services. People who are chronically homeless will be included in the BFZ by-name list and will be part of monthly case-conferencing meetings that track progress through the system. This approach will help the CoC identify areas of our response system where individuals' progress toward permanent housing is stalled so system changes can be made.

**7. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000 character limit)**

The biggest factor that may hinder achieving the proposal's ultimate goal of people exiting to permanent housing destinations is the lack of a dedicated housing resource. People living in encampments are more likely to be chronically homeless and have higher service needs, therefore permanent supportive housing (PSH) with ongoing supportive services is the best resource to support long-term housing stability. However, the need for PSH continues to exceed the inventory of available resources which adversely impacts the length of time people remain homeless. The CoC will have a spike in housing resources targeted to this population in FY24 with the opening of two new PSH buildings totaling over 130 units. These buildings will also be prioritized for people currently living in or with ties to Pasadena, which the people served under this proposal will qualify for. Housing navigators will work with clients to ensure required housing documentation is complete to expedite the process.

**8. Is this proposal a standalone project or part of a larger initiative?**

Standalone

## **Part 3: IMPLEMENTATION**

### **Core Service Delivery and Housing Strategies**

**9. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000 character limit)**

The CoC will build on our existing partnership with the Homeless Outreach Psychiatric Evaluation (HOPE) Team and Pasadena Outreach Response Team (PORT) - a multi-disciplinary team that provides street outreach and supportive services to people experiencing homelessness in Pasadena - and with Union Station Homeless Services (USHS) - a leading community-based nonprofit specializing in serving people experiencing homelessness across the region – to ensure people residing in the encampments receive outreach, engagement, services coordination and linkage to interim and permanent housing resources in and around Pasadena. Two full time Housing Navigators, currently employed by USHS, will serve a total of at least 30 individuals over the three year funding period.

Members of the PORT and USHS teams specialize in street outreach and building rapport with individuals living in encampments and have already begun the process of identification and engagement. Progressive engagement strategies begin with building trust while providing support such as access to food, hygiene kits, harm reduction supplies, and transportation assistance among others. Encampment residents will be encouraged to complete the CES assessment and triage tool when appropriate, which will assist in prioritizing interim and permanent housing options as well as supportive services. Each Housing Navigator will ensure clients on their caseload are linked quickly to an emergency shelter or interim housing resource such as motel vouchers or a bed at the local Adult Center while working to ensure each person has documentation in hand to eventually move into permanent housing while begin linked to supportive services, including but not limited to health care, mental health treatment, substance use disorder treatment, legal assistance and more. USHS' Housing Navigators will also use flexible funds to help build rapport and to meet emergency and individualized needs of those on their caseload.

**10. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000 character limit)**

This project will be integrated with the regional Coordinated Entry System (CES) to provide crucial support, structure and resources to the participants. The CoC maintains specific CES policies which guide prioritization and the housing matching process. Union Station is the lead agency and regional coordinator for the CES and will help to ensure all people served through this project will be offered assessment through the population-specific triage and assessment tool, HMIS prioritization, case conferencing and the housing matching process. Population-specific CES Triage Tools will be administered by program staff or local trained partners. Acuity scores as well as personal preferences, length of time homeless and other factors will be considered by Housing Matchers alongside CES Case Conferencing to ensure equitable access to resources including permanent supportive housing for high needs encampment residents.

**11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)**

Direct service staff (outreach teams/housing navigators) will link encampment residents to emergency shelter and/or interim housing at the Adult Center shelter in Pasadena when beds are available and via motel vouchers for private rooms at local motels. Union Station Homeless Services (USHS) operates the Adult Center, which provides interim housing for single adults in separate men's and women's dormitories, three daily meals, access to showers and laundry facilities, as well as linkage to on-site and community-based support services. USHS and the Public Health Department also maintain relationships with local

Pasadena-based motels which accept motel vouchers for clients, and are working to expand motel voucher options. As the lead agency and housing matcher for the CES, USHS will ensure encampment residents are linked as quickly as possible to interim housing while awaiting a permanent housing unit through the CES case conferencing and housing matching process.

USHS, in conjunction with other CES-linked housing providers, currently operate and/or serve hundreds of scattered site and project-based permanent housing options across the city. In addition to Centennial Place, a 144-unit permanent supportive housing project in the heart of downtown Pasadena, two new permanent housing projects are expected to open within the CoC in fiscal year 2024: The HOPE Center with 65 units for chronically homeless adults, of which 16 will be set-aside for veterans, as well as Heritage Square South with 69 units for seniors. The proposed program will benefit from USHS’ Housing Location Team, which is currently conducting specialized outreach and engagement with local property owners and property managers to grow our portfolio of community-based units available to encampment residents. This project also will offer assistance with client expenses related to security deposits and move-in costs for clients moving into permanent housing.

**12. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500 character limit)**

The success of this proposal is dependent on maintaining a regular presence within each encampment, building rapport, and providing connections to services the moment desire is expressed. The need for immediacy is heightened among people living in encampments to continue building trust and moving forward on the path to permanent housing. A progressive engagement approach grounded in service linkages, compassion, and addressing barriers to shelter will be utilized instead of enforcement. Motel vouchers are also a successful engagement tool and are often preferred to congregate shelters for people with higher service needs due to the privacy and flexibility provided. The CoC’s service providers have existing relationships with local motel owners who agree to flexible check in/out times to align with the preferences or schedules of participants and contacting outreach teams should non-emergency related challenges arise. This proposal relied on insight from the City’s multidisciplinary outreach teams operated by the Public Health, Fire and Police departments as well as the CoC’s CES lead for single adults and families, Union Station Homeless Services (USHS). USHS’ Lived Experience Advisory Panel composed of community members who are currently and formerly unhoused also communicated a need for this proposal to keep our encampment residents safe from harm. HMIS and System Performance Measure data was utilized for demographic information and to inform the proposed outcomes.

**Table 1: Projected Living Situations Immediately Following the Encampment**

<b>Briefly Describe Each Projected Living Situation Immediately Following the Encampment</b>	<b>Is This Permanent Housing?</b>	<b>Quantify The Capacity (e.g., number of beds/units, frequency of bed/unit availability)</b>	<b>Prioritized or Set-Aside for ERF-2-R?</b>	<b>Is this living situation funded by ERF-2-R and / or Leveraged Funds?</b>	<b>% of Served Persons Projected to Fall Within This Living Situation</b>
Motel	No	30 rooms between PPHD and USHS	Pri/Set-Aside	ERF	60
Adult Center (congregate)	No	42 beds	Neither	Neither	15



shelter)

Hope Center/Heritage Square South (PSH)	Yes	Hope Center - 65 units of PSH Heritage Square South - 69 units of PSH	Prioritized	Neither	8
Skilled Nursing Facility	No	Dependent on availability. Pasadena & county-based programs. Bed count varies	Neither	Neither	1
Sober Living	No	Dependent on availability. Pasadena & county-based programs. Bed count varies	Neither	Neither	1
Inpatient Mental Health Facility	No	Della Martin (54 beds), part of Huntington inpatient psych facility. Only inpatient psych in SPA 3 and the demand is high	Neither	Neither	1
Living with Family Member or Friend	Yes	N/A	Neither	Neither	1
Substance Use Treatment Center	No	Dependent on bed availability. Facilities are county-wide, bed count varies	Neither	Neither	1

**Table 2: Projected Housing and Service Pathways to Permanent Housing**

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and Service Pathway	Is this Housing and Service Pathway Funded by ERF-2-R and / or Leveraged Funds?
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Street outreach / engagement	25-30 people per case load	Leveraged
Emergency Shelter/Interim Housing	Up to 30 beds at any point	ERF
Housing Navigation	20 people per case load	ERF
Linkages/matching to Permanent Supportive Housing	Dependent on availability	Leveraged

**Table 3: Strategies to Mitigate Displacement**

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Interdepartmental coordination with city outreach teams, Union Station Homeless Services and law enforcement to prioritize engagement over enforcement	Leveraged
Coordination with Caltrans to reduce the occurrence of sweeps in the prioritized encampments	Leveraged
Work with clients to support transitions to motels and other emergency shelter/interim housing	ERF
Implement Trauma-Informed Care and Harm Reduction approach using the Community Resiliency Model to build client trust, choice and engagement in services	ERF

**Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness**

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Optional wraparound intensive case management services and housing navigation services	Yes - ERF
Biweekly case conferencing meetings to facilitate connections to services/resources	Yes - Both
Provide connections to mainstream and community resources such as income assistance, employment services, physical/mental health services, and substance use treatment	Yes - Leveraged
Regular HMIS data analysis to monitor retention and negative housing outcomes and identify actionable improvement goals	Yes - Leveraged

**13. Describe how this proposal considers and plans for the dynamic nature of encampments**

**including potential inflow of people into the geographically served areas. (1000 character limit)**

Efforts to address inflows will focus on strengthened collaboration at all levels and intensive outreach that connects people with services and shelter in order to promote a pathway to stable housing. Cross-system and provider collaboration that prioritizes connection to resources and building relationships with residents by offering immediate connections to safe shelter via motel vouchers and housing navigation services will help people understand why freeway embankments are not sustainable places to live. Similarly, as encampment residents see people accepting real-time offers for shelter and moving to significantly better living conditions while they wait for permanent housing, trust will grow as resources remain readily available. Proactive engagement coupled with consistent outreach will be emphasized instead of enforcement to address inflows. If feasible and appropriate, the CoC will work with Caltrans to secure the locations to keep encampments from returning.

**14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)**

The CoC will ensure each individual has safe access to and storage of their personal property. Direct service staff (outreach teams and housing navigators) will work with each client to sort through their belongings to identify those items most essential for the client to maintain stability and their housing placement. The direct service staff and the client will also identify which property can safely be stored within the motel room (or storage at the Adult Center), which items will need to be stored off site at a local, easily accessible storage unit and which items may be disposed of, all the while ensuring client autonomy and choice. When off-site storage must be used, staff may access a pool of flexible funding to pay for storage rental for the client. The Housing Navigator will also work with the client to ensure they know how to access their property stored off site as needed. Working with clients throughout this process is an important part of the case management relationship.

**15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)**

The CoC will ensure service animals, emotional support animals and/or pets are able to remain with clients whenever possible. Service animals will remain with each individual at all times. In the case of emotional support animals, program staff will assist with registering the animal and accessing any letters needed to keep the animal at the interim or permanent housing location. If it is determined that any pet becomes a safety issue, is simply not allowed in housing or is more of a burden to housing stability, the housing navigator will help the client place the animal at the Pasadena Humane Society located across the street from the Adult Center. Union Station has worked closely with the Humane Society for many years to allow clients access to pets while in interim housing and often to reunite clients and pets when moving into a permanent housing unit. Working with clients to identify options for their animals is an important part of the case management relationship.

## **Budget and Resource Plan**

**16. State the total amount of ERF-2-R funds requested.**

\$2,080,379.50

**17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal's outcomes.**

\$6,591,000.00

**18. Identify and describe these non-ERF-2-R resources. (1000 character limit)**

The large majority of non-ERF-2-R resources that will be leveraged to support this proposal are City General Fund (GF) dollars. Additional funding sources include the Pasadena Public Health Department's Substance Abuse and Mental Health Services Administration

(SAMHSA) Grants for the Benefit of Homeless Individuals (GBHI) grant, federal American Rescue Plan Act (ARPA) funding, and state Proposition 47 (Prop 47) grant funds for mental health services and substance use disorder treatment. Below are the estimated amounts by funding source per Fiscal Year to support this proposal. It is estimated that over \$6.5 million in funding will be leveraged through 6/30/2026.

- HOPE Team: \$982,000 (Police GF)
- HOPE Team Service Liaisons :\$199,000 (Housing GF)
- 2 PORT Teams:
  - \$200,000 (Fire GF)
  - \$150,000 (SAMSHA)
  - \$300,000 (Prop 47)
  - \$250,000 (ARPA)
- Encampment cleanups: \$116,000 (Housing GF)

**19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)**

The CoC's ability to leverage the costs that fund Pasadena's 3 most expensive outreach teams demonstrates that the proposal is a prudent and effective use of funding. The estimated cost per person including the leveraged funding is \$17,336, whereas if the proposal included the money needed to support outreach, the costs would increase dramatically to \$72,262 per person. This proposal only accounts for 29% of the total costs associated with the program and the CoC is able to provide long-term shelter and housing navigation services. Putting people in shelter or housing directly can yield greater cost savings compared to leaving people in encampments.

The total ERF-2 request was determined through collaborative meetings with the Public Health Department and Union Station Homeless Services. An inventory of existing funding was reviewed to ensure the funding requested will supplement and not supplant other funds being leveraged and that expenditure deadlines can be met.

**Attachment: Standardized Budget**

ERF Standardized Budget\_Pasadena CoC\_04.23.xlsx

## **Key Entities and Staff**

**20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)**

The City of Pasadena Housing Department (CoPHD), as the Administrative Entity for the CoC, will serve as the legal and fiscal entity for ERF-2-R and will oversee the implementation and spend down of the funding as well as administer the subrecipient contract with Union Station Homeless Services and transfer funding to the Pasadena Public Health Department (PPHD). CoPHD is highly skilled in ensuring the successful execution of grant-funded projects and has effectively administered a broad range of federal

(CoC, ESG, CDBG, HOME, HOPWA) state (HEAP, CESH, HHAP, FHC-1) and local homelessness funding sources.

PPHD will serve as one of the CoC’s implementing organizations and will be responsible for coordinating outreach efforts, enrolling clients into services, working with local motels, and tracking clients as they enter and exit emergency shelter. Pasadena is one of only three cities in California that maintains its own independent local health jurisdiction. PPHD has extensive experience managing multi-million dollar complex projects that work with people experiencing homelessness, including justice-involved individuals, transition aged youth (TAY), older adults, people with co-occurring substance use and mental health disorders, and people living with HIV. PPHD oversees and operates two multidisciplinary Pasadena Outreach Response Teams (PORT) as well as a navigation center for TAY and seniors that provides connections to services and housing resources.

**Table 5: Key Staff**

<b>Title</b>	<b>Currently Filled Position?</b>	<b>FTE of Staffing for This Proposal</b>	<b>Funded by ERF-2-R and / or Leveraged Funds?</b>	<b>Brief Description of Duties</b>
Housing Navigator	Yes	2.00 FTE	ERF	Direct service, provides outreach, housing navigation, service coordination and case management
Case Manager	Yes	0.25 FTE	ERF	Provides field-based linkages and referrals
Program Manager	No	0.25 FTE	ERF	Day to day program oversight and staff supervision
Assoc. Dir CES Western Region	Yes	0.10 FTE	ERF	Program oversight, liaison with partners
Director, CES and Adult Services	Yes	0.08 FTE	ERF	High Level Program Oversight
Data and QA Specialist	Yes	0.25 FTE	ERF	Data tracking and reporting, quality assurance
Financial Liaison	Yes	0.25 FTE	ERF	Track program spending, disburses motel vouchers and other client funds
PORT 1	Yes	3.00 FTE	Leveraged	Multi-disciplinary team that provides case management and supportive services to clients with co-occurring mental health conditions and substance use disorders.
PORT 2	Yes	3.00 FTE	Leveraged	Multi-disciplinary team that provides case management,

				supportive services and responds to non-emergency 9-1-1 dispatch calls related to people experiencing homelessness
HOPE Team Officers	Yes	3.00 FTE	Leveraged	Collaborate with a DMH clinician to provide street-based mental health crisis response services
HOPE Team Service Liaisons	Yes	2.00 FTE	Leveraged	Respond to calls for service with the HOPE Team, support day-to-day engagement efforts, divert clients from the criminal justice system

**21. First, describe key partners that will collectively pursue the proposal's outcomes. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)**

Union Station Homeless Services (USHS) will provide the services of two peer Housing Navigators as well as key members of the organization's program management and administrative services team in support of the proposal's outcomes. USHS' Data and QA Specialist will work with the Housing Navigators, program management and financial liaison to ensure the program enters, tracks and reports data through the HMIS and properly manages funds. USHS was chosen for this project due to a successful track record as a leading provider of homeless services with 50 years of experience serving Pasadena and the greater San Gabriel Valley. USHS currently provides staff that support the City's street outreach teams with service referrals, case management and housing navigation; thus has established relationships with the majority of clients that will be served. This existing infrastructure will also enable services to begin immediately following an award from the state.

USHS is the lead agency, regional coordinator and housing matcher for the CES and now successfully manages approximately 50 housing and homeless services contracts totaling over \$20,000,000 from federal, state, county and local government funding sources. As an example, Union Station receives funding from the US Department of Housing and Urban Development, FEMA, State of California CESH funds, CDBG and ESG funds, Los Angeles County General Funds, County Measure H funds, County Discretionary funds, City funds and more.

**22. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000 character limit)**

The CoC's leadership consists of staff from the Pasadena Housing Department. Staff engaged in over ten ERF-2-R interdepartmental planning meetings with the Public Health, Fire and Police departments and Union Station Homeless Services. These meetings consisted of coordinating the development of the proposal, identifying resources to be leveraged, gathering data, as well as building budgets, timelines, and work plans.

CoC staff also collaborated with our designated Caltrans Encampment Coordinator to get buy in. Pasadena has an existing relationship with Caltrans for encampment cleanups on their property and city staff have been working with them since 2021 to support these residents. However, people may eventually return to the site because of the lack of targeted services. The added value this proposal will bring is providing designated shelter and housing navigation resources to move people indoors and prevent them from returning to dangerous living conditions.

**Optional Upload: Evidence of Cross-Jurisdictional Collaboration**

**23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. Additionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (1000 character limit)**

Caltrans owns the land that connects the string of encampments along the 210 and 134 freeways and has committed to allowing the CoC's implementation of the proposal. As mentioned, Pasadena has been working with Caltrans to support encampment cleanups since 2021. The process starts with Caltrans notifying the police department and the City's Municipal Assistance, Solutions, and Hiring (MASH) program of a site that requires clean up 1-2 weeks before action is taken. Outreach teams support encampment residents with connections to services and moving valuables. Caltrans provides outreach teams access to the site(s) to inform residents of the clean-up date and begin engagement. The MASH team supports the work involved with the cleanup and storage of personal belongings for up to 90 days (extensions are available). Caltrans supports this proposal and the CoC will continue working with the agency to address potential concerns and strengthen collaborative efforts.

**Attachment: Letter of Local Acknowledgement**

Letter of Local Acknowledgement\_Pasadena.pdf

## Centering People

**24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)**

The two Housing Navigators are peer positions that are currently filled by individuals with lived experience of homelessness. They have played key roles in understanding the needs and preferences of encampment residents as well as other people experiencing homelessness in Pasadena. This project also relies on the experience of Union Station Homeless Services (USHS), which employs people with lived experience at all levels, including the executive team, program management, direct service staff and administrative employees. Within the last three years, USHS founded LEAP (Lived Expertise Advisory Panel) which gives a voice and leadership role to individuals with lived experience. Composed of community members who are currently and formerly unhoused, LEAP makes recommendations to guide USHS' executives, program management, administration, and Board in decisions about programs and services. LEAP will be consulted as needed in the planning and implementation of this project if funded.

**25. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000 character limit)**

The CoC is fully committed to a Housing First approach for participants and will not require service participation or preconditions of clients. We also ensure that all service partners share this commitment and will make every attempt to house individuals as rapidly as possible and provide interim housing, housing navigation, stabilization and support services in accordance with each participant's needs and choice. Participants are also accepted regardless of their sobriety, use of substances or completion of treatment. Specifically, participants with little or no income, histories of substance use, criminal records (with exceptions for state-mandated restrictions), and history of victimization (e.g. domestic violence, sexual assault, childhood abuse) will be enrolled. Clients will not be terminated from the program due to failure to participate in supportive services, make progress on a service plan, loss of income or ability to increase income.

**26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)**

The CoC is mindful of the importance of the case management relationship between program staff and service recipients. Outreach workers, housing navigators and other service staff will be trained in trauma-

informed care and will provide services that are person-centered, strengths-based and promote individual choice. The CoC uses a collaborative approach to assessment, service planning and delivery that considers each client's individual strengths, preferences and choice and promotes client involvement in decision-making regarding services they receive. Using a trauma-informed approach, staff will work to recognize how past trauma has impacted clients while striving to preserve safety, trust, respect and choice. The Housing Navigators employed by Union Station that support the outreach teams have received training in Trauma-Informed Care and the Community Resiliency Model. Adherence to these models are reinforced through one-on-one supervision and shadowing in the field.

**27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000 character limit)**

As encampment residents are engaged and services are provided in the encampment sites, all direct service staff will ensure a harm reduction approach is used at all times to promote each resident's health, dignity and safety. Direct service staff have been thoroughly trained in Harm Reduction practices, including the appropriate use of naloxone, motivational interviewing/stages of change and other strategies, and these are reinforced through regular supervision and shadowing in the field with supervisors to ensure these practices are put in place. In addition, staff carry naloxone and distribute harm reduction supplies including items such as clean needles, clean pipes, condoms and more. Services provided within each encampment will focus on meeting each resident's basic needs such as food, clothing and hygiene while protecting their safety, health and dignity.

**28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)**

The primary strategy to prevent harm for people living in encampments is to support them with transitioning into motels or other interim housing. However, recognizing that it may take some people more time than others to address shelter barriers, collaboration is vital to support resident safety. Fire Department (FD) staff on the multidisciplinary outreach team will provide fire safety education, including making sure that buckets of water are nearby and flammable vegetation is cleared. The team will also be able to coordinate with the FD to transport people out of hard-to-reach encampments, if necessary, as well as collaborate with California Highway Patrol to assist with traffic stops for engagement in hard-to-reach freeway embankments. Peer advocates and nursing staff will utilize a harm reduction approach to substance use by distributing Narcan and training people on how to administer it, coordinating safe needle deposits and providing clean needles.

**29. Identify what controls are or will be in place to ensure that all ERF-2-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000 character limit)**

The CoC has also taken clear steps to create alternatives for criminal and civil penalties. In July 2021, the Pasadena Outreach Response Team ("PORT") with the Fire Department, Huntington Hospital and Union Station Homeless Services was expanded to add a second team to respond to non-emergency 9-1-1 dispatch calls related to homelessness. In 2022, PORT responded to 552 calls, which reduced the need for law enforcement response and diverted people from the criminal justice system. Similarly, in September 2022, the Public Health Department was awarded \$1.1 million through a Prop 47 grant to provide mental health services, substance use disorder treatment and/or diversion programs to people experiencing homelessness in the criminal justice system. Finally, the city's field-based Homeless Outreach Psychiatric Evaluation (HOPE) team led by the Police Department in partnership with LA County DMH does not impose criminal penalties on unhoused residents experiencing a mental health crisis.

**30. Describe how this proposal considers sanitation services for people residing in the prioritized**



**encampment. This may include but is not limited to non-intrusive, curbside waste removal and access to clean and available bathrooms. (1000 character limit)**

The outreach teams leading engagement within encampments provide regular education on what to clean and how to clean living spaces. Trash bags are distributed to help keep the area clean and outreach teams will coordinate with the city to collect and dispose of waste. Support is also provided to prevent pests, including clearing clutter that could encourage infestation and proper food storage. Once people move into shelter, they will have access to their own bathroom and shower that are cleaned/disinfected regularly..

Teams also distribute hygiene kits that contain items such as shower wipes, hand sanitizer, deodorant, shampoo/conditioner, soap, toothbrush/toothpaste, etc. Low barrier shower and laundry services are also available at a local navigation center and churches that are accessible to people experiencing homelessness. Outreach teams are equipped to provide interested clients rides to shower sites and resource cards with dates and times of service for people to refer back to

## **Accelerated Timeline**

**31. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000 character limit)**

Outreach teams integrate a harm reduction and trauma-informed engagement framework and currently visit encampments weekly to assess interest (or reengage people in) services, address immediate needs by providing food, clothing, hygiene kits, medical care, linkages to community resources and, when appropriate, support with preparing housing documents. Language lines with interpreters for over 150 languages are available to enhance communication, as well as bilingual staff and ASL services. Outreach logs are maintained to track engagement and teams participate in monthly case conferencing meetings to discuss opportunities for continued coordination/service improvement. Robust collaboration with other city departments that engage with people experiencing homelessness, including Fire, Police, Public Health, and Housing are also in place to provide support. These partnerships have reduced non-emergency calls for service and involvement in the criminal justice system.

**32. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000 character limit)**

The CoC's existing relationships and infrastructure with Caltrans, Union Station Homeless Services and the Pasadena Public Health, Fire and Police Departments will enable services to begin immediately following an award notification from the state. Outreach teams are currently engaging with encampment residents regularly, however in advance of receiving funds, all partners will participate in a launch meeting where the 10 encampment sites are divided between the teams, visits are scheduled, and an implementation strategy is created. All outreach teams are fully staffed up which significantly reduces ramp up time. Focus will be placed on increasing coordination to mitigate potential duplication and pursuing intentional engagement to reduce barriers to services and shelter. Finally, staff will build upon existing relationships with local motel owners to negotiate nightly rates and reserve blocks of rooms to ensure shelter is available immediately when clients express interest.

## **Table 6: Projected Milestones**

Outreach to the people residing in the prioritized encampment site began / will begin in month _____.	This proposal will reach full operating capacity in month _____.	The first planned exit of a person or household from the prioritized encampment will occur in month_____.	The last planned exit of a person or household from the prioritized encampment will occur in month _____.
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July 2023

September 2023

October 2023

January 2026

**Attachment: Standardized Timeline**

ERF Project Timeline\_Pasadena CoC\_04.23.xlsx

*Applicants must use the [ERF-2-R Timeline Template](#) available on box.com*

# **CERTIFICATION**

Before certifying, applicants are strongly encouraged to review the NOFA.

*I certify that all information included in this Application is true and accurate to the best of my knowledge.*

**Name**

Diana Trejo

**Title**

Homeless Programs Coordinator

**Email**

dtrejo@cityofpasadena.net

# ERF-2-R Project Timeline

# PASADENA COC



## Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
6/30/2023	Award Announcement/Project Start	Project Management	50	
7/1/2023	Planning Meeting - Discuss outreach locations	Project Management	10	Kick-off meeting to coordinate outreach efforts
7/7/2023	Begin outreach	People	-40	All staff in place and working on project. Start outreach at identified encampments
7/15/2023	Meet with motel owners	Project Management	30	Confirm availability of rooms, rates, rules, etc.
9/1/2023	All Subcontracts Executed	Project Management	-15	Subrecipient agreement with USHS fully executed
9/15/2023	Services at full capacity	Project Management	10	Fully staffed, participants engaged
10/1/2023	Clients enter shelter/interim housing	People	-15	Clients will enter shelter/interim housing at motels
3/31/2024	Begin move to PH	People	20	Clients begin moving in PH units
4/30/2024	Review funding spent and number of clients served	Project Management	50	Meet to review expended funds to date and number of clients served
6/30/2024	50% of ERF Funds Expended / 100% Obligated	Project Management	10	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated
7/1/2024	Outreach and services continue	People	-10	Outreach and services will continue on an ongoing basis at encampments throughout the year
6/30/2025	Review funding spent and number of clients served	Project Management	25	Meet to review expended funds to date and number of clients served
7/1/2025	Outreach and services continue	People	-15	Outreach and services will continue on an ongoing basis at encampments throughout the year
10/31/2025	Review funding spent and number of clients served	Project Management	15	Quarterly meeting to review expended funds to date and number of clients served
1/15/2026	Last shelter exit	People	-15	Last planned exit from the prioritized encampments
1/30/2026	Review funding spent and number of clients served	People	20	Quarterly meeting to review expended funds to date and number of clients served
2/1/2026	Project ramp down	People	10	Transition clients to PH and provide linkages to appropriate services, such as treatment, supportive
4/30/2026	Review funding spent and number of clients served	People	10	Quarterly meeting to review expended funds to date and number of clients served
6/30/2026	100% of ERF Funds Expended	Project Management	-50	Statutory Deadline for 100% of ERF funds to be spent

### PROJECT TIMELINE TIPS

1. Fill in the light blue cells to customize this template with your project's specific milestones.
2. Insert entire rows to the Project Milestones table to add additional milestones.
3. Column B should be a date
3. Column C should be the milestone name- however your team refers to it.
4. Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.
5. Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.
6. Column F is a space to provide additional context, detail, or description for a specific milestone.

		ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION	
Guidance and Intended Use	<p>This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community's official project budget. Any changes to this budget must be authorized through the change request process.</p> <p><b>Principle:</b> Cal ICH should be able to navigate only your submitted budget and understand the general parameters of the proposal and how it may be funded.</p>	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.				Only ERF-2-R Funds	Non ERF-2-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.	
		<b>PERSONNEL COSTS</b>				<b>SALARY</b>	<b>FTE</b>	<b>MONTHS</b>			
		Services Coordination	CSR III/Case Manager	Pasadena Public Health	\$ 61,930.00	0.25	33	\$ 42,576.88	127,730.63	Field based linkages and referrals	
		Services Coordination	Fringe Benefits	Pasadena Public Health	\$ 46,702.00	0.25	33	\$ 32,107.63	96,322.88	Benefits for CSR III/Case Manager position	
		Services Coordination	Housing Navigator	USHS	\$ 53,040.00	1.00	8	\$ 36,067.00		Direct service staff provides outreach, engagement, case management, coordination of services and housing navigation. Total includes projected COLA.	
		Services Coordination	Housing Navigator	USHS	\$ 53,040.00	1.00	33	\$ 119,393.00		Direct service staff provides outreach, engagement, case management, coordination of services and housing navigation. Total includes projected COLA.	
		Services Coordination	Program Manager	USHS	\$ 76,000.00	0.25	33	\$ 42,769.00		Day to day program oversight and staff supervision. Total includes projected COLA.	
		Services Coordination	Assoc. Dir. CES Western Region	USHS	\$ 85,000.00	0.10	33	\$ 19,134.00		Program oversight, liaison with funder partners. Total includes projected COLA.	
		Services Coordination	Director CES and Adult Services	USHS	\$ 95,000.00	0.08	33	\$ 17,108.00		High Level Program Oversight. Total includes projected COLA.	
		Services Coordination	Data and QA Specialist	USHS	\$ 54,600.00	0.25	33	\$ 30,726.00		Data tracking and reporting, quality assurance. Total includes projected COLA.	
Services Coordination	Program Financial Liaison	USHS	\$ 53,000.00	0.25	33	\$ 29,826.00		Track program spending, dispurses motel vouchers and other client funds. Total includes projected COLA.			
Services Coordination	Fringe Benefits @ 28% of Salaries	USHS	\$ -	0.00	0	\$ 82,606.00		Fringe benefits calculated @ 28% of salaries.			
<b>Subtotal - Personnel Costs</b>							<b>\$ 452,313.50</b>	<b>\$ 224,053.50</b>			
<b>NON-PERSONNEL COSTS</b>				<b>UNIT</b>	<b>RATE</b>	<b>TIME</b>					
Interim Sheltering	Motel/Hotel Stays	Pasadena Public Health	10 clients	\$110/night	500 nights	550,000.00		Temporary motel shelter stays while working toward permanent housing			
Interim Sheltering	Food/Hygiene Items	Pasadena Public Health	10 clients	\$20/day	500 days	100,000.00		Food and hygiene items for clients while in motel shelter stay			
Services Coordination	Computer Supplies, Maintenance, Repair	USHS	1	400	33	13,200.00		IT costs associated with Computer maintenance, software, and supplies			
Services Coordination	Cell Phone Costs	USHS	1	450	33	14,850.00		Telephone and cell phone costs for employees in the field.			
Services Coordination	Office Supplies and Printing Costs	USHS	1	250	33	8,250.00		Office supplies and printing costs.			
Services Coordination	Office and Facilities Costs	USHS	1	1200	33	39,600.00		Office / Facilities operating costs allocations (lease, utilities)			
Services Coordination	Equipment	USHS	1	2500		2,500.00		Equipment costs for new hire/open position.			
Interim Sheltering	Motel Vouchers	USHS	23	2600	12 months	717,600.00		Motel vouchers calculated at \$2,600 per month per client over 12 months.			
Delivery of Permanent Housing	Move In Costs	USHS	15	500		7,500.00		Move in costs calculated at \$500 per client for 15 clients.			
Services Coordination	Client Flex Funds	USHS	23	1000		23,000.00		Immediate client needs calculated at \$1000 per client for 23 clients			
Delivery of Permanent Housing	Security Deposits	USHS	15	3500		52,500.00		Permanent housing security deposits for 15 clients @ \$3,500 each.			
<b>Subtotal - Non-Personnel Costs</b>							<b>\$ 1,529,000.00</b>	<b>\$ -</b>			
<b>ADMINISTRATIVE COSTS</b>											
Administrative Costs	5% admin allowance	City of Pasadena				36,006.00	18,532.25				
Administrative Costs	5% admin allowance	USHS				63,060.00	63,060.00				
<b>Subtotal - Administrative Costs</b>							<b>\$ 99,066.00</b>	<b>\$ 81,592.25</b>			
<b>TOTAL BUDGET</b>							<b>\$ 2,080,379.50</b>	<b>\$ 305,645.75</b>			

## California Department of Transportation

CALTRANS DISTRICT 7 MAINTENANCE  
100 S. MAIN ST.  
LOS ANGELES, CA 90012  
[www.dot.ca.gov](http://www.dot.ca.gov)



March 22, 2023

To: California Business, Consumer Services, and Housing Agency

Subject: Encampment Resolution Funding Letter of Support

To Whom It May Concern,

Caltrans District 7 is supportive of the City of Pasadena and is committed to their proposal of the Encampment Resolution Funding request. City of Pasadena and partnering agencies have been providing services such as street outreach and engagement, connection to available resources which may include emergency shelter, permanent housing, housing navigation, crisis intervention, connections to mental health and substance abuse support, on and adjacent to the 210 Freeway for the last 26 months. City of Pasadena regularly collaborates with encampment removals adjacent to the State Right-of-Way. They are committed to the region, and have shown their willingness to partner and improve, the accessibility of those most in need by providing housing and other resources.

Caltrans is committed to:

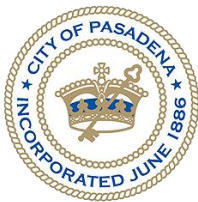
- ✓ Provide recommendation/support for funding
- ✓ Provide brief explanation why funding is necessary for homeless encampments along the 210 Freeway, in the Pasadena and surrounding areas
- ✓ Your agency's role in support for ERF funds

We are eager to be part of City of Pasadena's partnership, so we can strengthen and expand the resources to connect homeless with new opportunities in the community. If additional information is needed, please contact Charles Isaac at (323) 303-9225.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Godson Okereke'.

Godson Okereke  
Deputy District Director, Caltrans District 7  
godson.okereke@dot.ca.gov  
(213) 817-2087



**CITY OF PASADENA HOUSING DEPARTMENT**

**MEMORANDUM -- CITY OF PASADENA**

**DATE:** April 28, 2023  
**TO:** CAL ICH GRANT STAFF *DT*  
**RE:** ERF-2-R LETTER OF ACKNOWLEDGEMENT

To Whom it May Concern:

The Pasadena Continuum of Care is administered and managed by city staff within the Pasadena Department of Housing. The City of Pasadena is the legal and fiscal entity for the CoC and the City Council approved the submission of the ERF-2-R application on behalf of the CoC at a regular meeting on April 24, 2023 (consent item #1). You can find a recap of the meeting here with formal meeting minutes to follow at a later date:  
[https://ww2.cityofpasadena.net/2023%20Agendas/Apr\\_24\\_23/Agendarecap.asp](https://ww2.cityofpasadena.net/2023%20Agendas/Apr_24_23/Agendarecap.asp)

Please contact Diana Trejo at [dtrejo@cityofpasadena.net](mailto:dtrejo@cityofpasadena.net) should you have any questions.

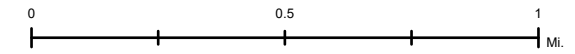


# Department of Housing City of Pasadena

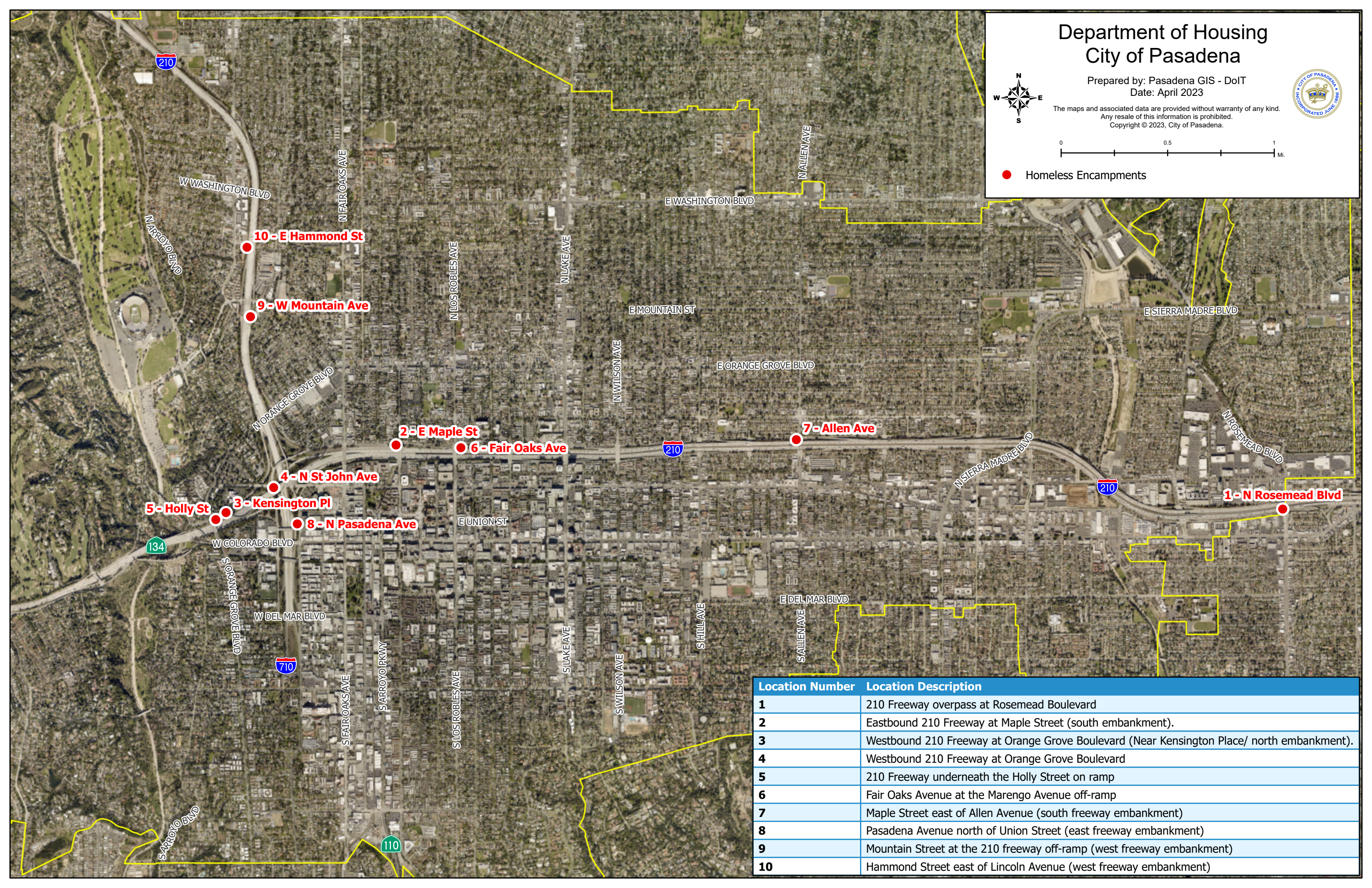
Prepared by: Pasadena GIS - DoIT  
Date: April 2023



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● Homeless Encampments



Location Number	Location Description
1	210 Freeway overpass at Rosemead Boulevard
2	Eastbound 210 Freeway at Maple Street (south embankment).
3	Westbound 210 Freeway at Orange Grove Boulevard (Near Kensington Place/ north embankment).
4	Westbound 210 Freeway at Orange Grove Boulevard
5	210 Freeway underneath the Holly Street on ramp
6	Fair Oaks Avenue at the Marengo Avenue off-ramp
7	Maple Street east of Allen Avenue (south freeway embankment)
8	Pasadena Avenue north of Union Street (east freeway embankment)
9	Mountain Street at the 210 freeway off-ramp (west freeway embankment)
10	Hammond Street east of Lincoln Avenue (west freeway embankment)