



# California Interagency Council on Homelessness

## ERF-3-R, Application

### Part 1 (A): ADMINISTRATIVE INFORMATION

#### Application Window

- Window #1, 11/3/2023 - 1/31/2024  
 Window #2, 2/1/2024 - 4/30/2024  
 Window #3, 5/1/2024 - 6/30/2024

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.***

#### Eligible Applicant

Select the eligible applicant's jurisdiction type.

- CoC  City  County

Select from the list of continuums of care.

Pasadena CoC

### Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

#### Contractor Information

Contractor Name (the legal entity entering into contract with the State)

City of Pasadena

What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?

956000759

#### Tax ID Form

Signed\_Government Agency Taxpayer ID Form.pdf

Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:

GovTIN: [Taxpayer ID Form \(ca.gov\)](#)

STD 204: [STD 204 - Payee Data Record \(ca.gov\)](#)

## Who is the best contact person for this contract?

### Primary Contact

<input type="text" value="Jennifer"/>	<input type="text" value="O'Reilly-Jones"/>
First	Last

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

### Job title

<input type="text" value="Homeless Programs Coordinator"/>
job title

### Email

<input type="text" value="joreillyjones@cityofpasadena.net"/>
---

### Phone

<input type="text" value="(626) 744-8305"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Secondary Contact

<input type="text" value="Lillian"/>	<input type="text" value="Tong"/>
First	Last

### Job title

<input type="text" value="Management Analyst II"/>
job title

### Email

<input type="text" value="ltong@cityofpasadena.net"/>
---

### Phone

<input type="text" value="(626) 744-8332"/>
---

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Contact Person for Reporting

<input type="text" value="Daniel"/>	<input type="text" value="Cole"/>
First	Last

### Job title

Homeless Programs Coordinator

job title

**Email**

dcole@cityofpasadena.net

**Phone**

(626) 744-8315

*This contact will ONLY receive grant reporting correspondence (inclusive of guidance, report releases/reminders, report follow-ups).*

**Authorized Representative**

Nicholas

First

Rodriguez

Last

**Job title**

Assistant City Manager

job title

**Email**

nirodriguez@cityofpasadena.net

**Phone**

(626) 744-4274

*The Authorized Representative has authority to contract on behalf of the eligible applicant*

**If this application is funded, what address should the check be mailed to?**

**Address**

100 N. Garfield Ave. N106

Address Line 1

Address Line 2

Pasadena

City

California

State

91109

Zip Code

**Attention to (if applicable):**

Treasury

**⚠️ This Application uses character limits ⚠️**

**Reaching these limits is not required, however competitive responses will address all parts of each**

# question asked.

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## **Part 2: PROPOSAL OVERVIEW**

### **Guidance:**

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

*Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).*

### **Proposal Summary**

**Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)**

The Pasadena CoC has designed this project to build upon what we have learned, implemented and achieved in our previous Encampment Resolution Fund project (ERF-2). It will serve up to 60 new people experiencing homelessness and living in eight previously unserved, noncontiguous, encampment sites on Metro or privately-owned property (as opposed to encampments on CalTrans-owned property from the ERF-2R project) within the City of Pasadena. For this project, we will once again join with our trusted partners: the multidisciplinary Pasadena Outreach Response Team (PORT) consisting of firefighters, healthcare professionals, mental health professionals and outreach specialists as well Union Station Homeless Services' (USHS) team of two Housing Navigators. The project will draw from evidence-based practices such as progressive engagement, trauma-informed care, harm reduction, mental health first aid, proven de-escalation techniques and other modalities as we provide street outreach and engagement, interim housing through motel vouchers and existing congregate programs, and housing navigation designed to place encampment residents into permanent housing as quickly as possible using a Housing First approach. Program participants will also receive assistance with basic needs, hygiene products, medical items, harm reduction supplies, food and other supportive services such as assistance with unit application costs and security deposit costs.

## People Served

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

36

#

**Potential inflow of people into the prioritized encampment site during the grant term.**

24

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

36

#

**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?**

60

#

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

59

#

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

24

#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

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

Yes  No

## Encampment Information

**1. Briefly describe the characteristics of the people residing within the prioritized encampment site,**

**including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)**

The CoC's 2024 HMIS and Homeless Count data show that people residing within the prioritized encampment sites are more likely than the general unsheltered population to  
Be BIPOC (95%), with 55% identifying as Hispanic/Latino; 33% identifying as Black/African American; and 7% identifying as American Indian/Indigenous;  
Be men in single adult households with an average age of 46;  
Be experiencing serious mental health conditions;  
Report higher rates of domestic violence and trauma;  
Report substance use, with high rates of fentanyl, PCP, heroin, meth and alcohol use.

Our outreach teams also note that residents have higher health needs that are exacerbated from living in crowded, cold, damp spaces infested with pests. Many have chronic illnesses such as diabetes and pulmonary disease, and wounds may go unaddressed for extended periods of time. Mobility issues and poor sleep outcomes are also common. Outreach teams also observe a higher prevalence of sex workers as well as higher rates of STIs and other infectious diseases (i.e. syphilis and hepatitis A) within the encampments. There is an increasing number of people who are monolingual Spanish speakers and undocumented. Residents in these encampments are highly vulnerable to overdose and illness. With past histories of trauma, they often express distrust of the systems in place to provide assistance. Residents are likely to require consistent engagement to address complex housing/service barriers.

*If this proposal seeks to serve a particular target population, specify and describe.*

**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)**

This project will serve a group of eight encampments located within Pasadena in both public and private spaces. Encampment sizes vary, with the average size of 2 to 3 people and the largest not currently more than 5 people. Residents often come and go at certain times of the day or night, or seasonally, so that the number of residents at any location varies. These sites have visible indicators of people staying in them which typically consists of tarps, tents, shopping carts, and other makeshift structures behind tall bushes, in holes dug out in the ground or on local sidewalks. The spaces are not insulated, and residents often use small fire pits for warmth and cooking, which create hazardous conditions. Buckets and/or holes in the ground are often used to discard human waste, debris and trash, and many residents struggle with hoarding. Vehicles are not generally present at these sites, although one location behind the local 99 Cent Store sometimes has people sleeping in their cars.

**3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-character limit)**

While Pasadena does not have large encampment communities, our jurisdiction has multiple smaller encampments located in a variety of public and private spaces that generate concern from community members and pose health and safety risks for residents. This project will build upon our success with the ERF-2 project to address health, safety, and mobility issues at the identified sites. Within these sites, staff have observed increasing challenges related to lack of legal residency, substance use, wound care, public health concerns (human waste, needles, debris, broken pipes, etc.) and negative effects on local businesses and the community. These sites also experience increased use of non-emergency 911 dispatch calls, increased risk of sexual assault (particularly for women) and crime, exposure to the elements and the dangers of local traffic, as well as other barriers to engagement. By prioritizing these locations we can reduce demand on city emergency response and related resources.

*ERF authorizing legislation requires funding be used for “prioritized” encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.*

**Attachment: Map**

2024 Pasadena Map of Encampments - Updated April 2024.pdf

*The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.*

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

No  Yes - partially  Yes - entirely

## Proposal’s Outcomes

**5. What outcomes does this proposal seek to accomplish by 6/30/2027? Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)**

The proposed projects outcomes are as follows:

1. 90% of participants will exit to emergency shelter, interim housing or other temporary housing destinations (e.g. treatment centers, sober living, SNF, etc) by 01/15/27.
2. 50% of participants served will be assessed through the Coordinated Entry System (CES) by 02/15/27.
3. 40% of clients served will exit to permanent housing destinations by 06/30/27.

**6. What are the primary activities the applicant will implement to achieve each of the proposal’s outcomes? (1000-character limit)**

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 existing congregate sites, and the provision of intensive case management and housing navigation services to support clients as they move through the CoC’s homeless response system and exit to permanent housing. Housing Navigators will implement the Community Resiliency Model and promote Housing First, harm reduction, and trauma-informed strategies.

**7. How will the applicant measure progress towards the proposal’s outcomes? (1000-character limit)**

Committed to data-driven, ongoing evaluation, the CoC will measure progress by regularly running HMIS reports to monitor exits to emergency shelter, other temporary destinations, and permanent housing. If outcomes are below desired thresholds, CoC staff will meet with program staff to provide TA and identify opportunities to overcome barriers. Encampment residents, who are more likely to be chronically homeless, will be prioritized in the CoC's Built for Zero initiative (BFZ), which has a goal of reducing chronic and veteran homelessness to functional zero. Chronically homeless individuals will be placed on the BFZ by-name list and their progress through the CoC's response system will be tracked at monthly case-conferencing meetings. This approach allows the CoC to identify bottlenecks in the system and respond with system change. Within the first year of BFZ, our CoC has already seen a 19% reduction in chronic homelessness and 23% reduction in veteran homelessness.

**8. 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 lack of dedicated housing resources is the main factor that may hinder the CoC's ability to permanently house participants. Those living in encampments are more likely to be chronically homeless with higher service needs, so permanent supportive housing (PSH) is indicated to support long-term housing stability. However, the need for PSH exceeds the CoC's inventory which adversely impacts the length of time people remain homeless. Despite these challenges, the CoC has demonstrated recent successes in housing the chronically homeless population, opening two new PSH buildings in FY 24, which contributed to a 34% increase in the total number of people housed in CY 2023 over 2022 (414 vs. 310) and a 19% reduction in chronic homelessness. Six of the 22 individuals served by ERF-2 thus far have been permanently housed, with an additional two who will move into Heritage Square South, a new PSH site for seniors, in May 2024.

**9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?**

Standalone  Larger initiative

## **Centering People**

**10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)**



In designing this project, we have sought the perspectives of people with lived experience of homelessness. Pasadena's existing PORT team has received input on services and service delivery from current ERF program participants, including which services and approaches have been most helpful and what could be done to improve engagement in services. Furthermore, this project will include direct service peer positions that will be filled by individuals with lived experience of homelessness, substance use and/or mental health challenges on the PORT, HOPE and USHS teams. USHS' Lived Expertise Advisory Panel (LEAP) will also be consulted in the planning and implementation of this project. LEAP gives a voice and leadership role to individuals with lived experience. Composed of community members who are currently and formerly unhoused, LEAP also makes recommendations to guide USHS' executives, program management, administration, and Board in decisions about programs and services.

**11. 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 ensure that all service partners share this commitment through regular assessments and monitoring and that they 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 due to failure to participate in supportive services, make progress on a service plan, loss of income or ability to increase income.

**12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)**

The CoC is mindful of the importance of the relationship between staff and clients in the delivery of outreach and housing services that maintain participant choice and that are trauma-informed. USHS provides training to direct service staff on topics related to trauma-informed care, strengths-based services, person-centered care and client choice during onboarding and at least annually thereafter, and these practices are reinforced through supervision and shadowing in the field. When engaging participants in the encampments, and as clients move into interim and permanent housing, the goal is to foster feelings of trust and safety. Staff empower clients to make informed decisions about their service goals and housing options and create opportunities for client choice beginning with outreach. The CoC uses progressive engagement and a collaborative approach to assessment, service planning and delivery that considers each client's individual strengths, preferences, and choice.

**13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)**

Program staff will receive thorough training in harm reduction principles and will provide the following services:

PORT will distribute naloxone and fentanyl testing strips (with instructions), clean needles, clean pipes, condoms and more to residents of the encampment, and USHS will ensure program participants have access to these supplies once in interim and/or permanent housing.

Staff will provide training on test strip usage (fentanyl and “tranq”/xylazine) as well as Safe Use and Never Use Alone education.

Case managers and housing navigators will connect program participants to detox services, substance use treatment, MAT treatment, and community support meetings.

As a certified Safe Needle Exchange, USHS will provide sharps containers to program participants and will pick up and safely dispose of full containers at safe disposal sites.

USHS will connect clients to ongoing community resources once they are in interim housing or permanently housed.

**14. Describe the services that will be provided to improve people’s health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)**

To promote resident’s health, dignity and safety, all service staff will ensure a trauma-informed and harm reduction approach is used at all times. Staff have been trained in Trauma-Informed Care and Harm Reduction practices, including the use of naloxone, motivational interviewing and other strategies, and these are reinforced through regular training, supervision and shadowing in the field. Services will include: PORT nurse and fire fighters will provide on-site health assessments, education (diabetes management, wound care, medications, etc.), wound care and follow up.

PORT case manager will provide Medi-Cal enrollment and care coordination/scheduling for primary care, dental and mental health care.

Fire fighters will provide fire safety education and distribute fire extinguishers.

PORT and USHS staff will distribute items such as trash bags, buckets, food, clothing, hygiene supplies, gloves, flashlights, PPE and information on additional resources such as shower programs.

**15. Identify what controls are or will be in place to ensure that all ERF-3-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 taken clear steps to create alternatives to criminal or civil penalties. Since 2021, non-emergency 911 calls related to homelessness have been diverted to the multi-disciplinary Pasadena Outreach Response Team (PORT) instead of dispatching an armed, law enforcement officer. PORT has responded to 2000 calls since 2021. The Public Health Department also administers a \$1.1 million grant through Prop 47 to provide mental health services, substance use disorder treatment, and 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 Dept. in partnership with LA County Dept. of Mental Health, does not impose criminal penalties on unhoused residents experiencing a mental health crisis. Outreach teams also develop relationships with private property owners to encourage engaging with outreach to resolve issues rather than calling law enforcement.

**16. 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 project's outreach teams will continue to provide regular sanitation education and assistance, distributing trash bags to help keep the area clean and coordinating with the city to collect and dispose of waste. Staff also assist with clearing clutter that could encourage pest infestation and proper food storage. People who move into shelter will have access to on-site bathrooms and showers that are cleaned/disinfected regularly.

Teams also distribute hygiene kits that contain items such as clothing and socks, 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. Outreach teams are equipped to provide clients rides to shower sites and resource cards with dates and times of service. USHS is a certified Safe Needle Exchange and will provide sharps containers and safely dispose of sharps containers for program participants.

## **Part 3: IMPLEMENTATION**

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

**17. 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. Outreach workers will maintain a staff to client ratio of 1:12 and engage with each encampment resident at least twice per week over the course of three or more weeks until they have moved into a motel for interim housing and a warm hand-off to housing navigation services has been made. Two full-time Housing Navigators, employed by USHS, will then serve a total of at least 36 individuals with a caseload of 1:18 and one-on-one meetings at least once per week. We anticipate the average length of stay in housing navigation will be at least six months.

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 supports such as access to food, hygiene kits and harm reduction supplies. Each outreach specialist will ensure clients on their caseload are linked quickly to an interim housing resource such as motel vouchers or a bed at the local Adult Center and then provide a warm hand-off to the Housing Navigators, who will work to ensure each person has documentation in hand to move into permanent housing while receiving supportive services. USHS' Housing Navigators may use flexible funds to meet emergency and individualized needs of those on their caseload.

**18. 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 and resources to the participants. Union Station Homeless Services is the lead agency and regional coordinator for the CES and will ensure all people served through this project will have access to housing resources available through CES. The CoC's regional CES recently updated the triage tool used for assessment and prioritization, as well as the guidance on its administration, to improve equity and emphasize a trauma-informed approach. The updated tool is based on data science recommendations and suggestions by a Community Advisory Board. Progressive engagement is emphasized in administration of the tool. Housing matchers utilize acuity scores, personal preferences, length of time homeless, and other factors considered through case conferencing to ensure equitable access to resources including permanent supportive housing for high needs encampment residents.

**19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)**

Direct services staff will primarily link encampment residents to non-congregate interim housing at local motels. While at the motels, participants will receive food and supportive services including housing navigation. Motel-based shelter provides participants with greater privacy and allows them to keep more of their belongings than at congregate shelters. Motel-based shelter can also be more comfortable for those with certain trauma histories and/or physical or mental health diagnoses. Outreach teams have found that encampment residents served in our ERF-2 program have been very willing to accept services and relocate when a motel room is immediately available. The availability of this preferred non-congregate shelter resource has facilitated the rapid resolution of eight of the ten ERF-2 prioritized encampment sites in under nine months. Once participants are placed in the motel, ERF-3-R-funded Housing Navigation staff will assist participants in applying for rental assistance and housing, including utilizing ERF-3-R funding to pay for application fees.

Union Station, in conjunction with other CES-linked providers, currently operates hundreds of scattered-site and project-based permanent housing units across the CoC and the region. In addition to Centennial Place, a 144-unit permanent supportive housing (PSH) project, two new PSH projects have opened in the CoC in fiscal year 2024: The HOPE Center with 65 units for chronically homeless adults, including 16 veterans; and Heritage Square South with 69 units for chronically homeless seniors. The proposed program will benefit from USHS' Housing Location Team, which currently conducts specialized outreach and engagement with local property owners and property managers to grow their portfolio of community-based units available to encampment residents. The proposed project also will offer assistance with client expenses related to security deposits and other move-in costs for clients moving into permanent housing.

**20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals. (2000-character limit)**

The CoC and its partners share a commitment to a Housing First approach for moving individuals experiencing homelessness into permanent housing as quickly as possible with a variety of service types individualized to meet the needs and choices of those we serve. We are proud to move hundreds of people from homelessness into housing every year with a retention rate of over 95%. The CoC achieved a 34% increase in the total number of people housed in CY 2023 over 2022 (414 vs. 310) and a 19% reduction in chronic homelessness. The majority of those in encampments are experiencing chronic homelessness and face significant barriers, including disabilities, mental health challenges, substance use and more, which make them eligible for permanent supportive housing with intensive supports.

The CoC has a successful history of moving individuals out of encampments within Pasadena and into permanent housing, and these efforts have been enhanced by ERF-2 funding for motel stays. Much of our success is linked to our outreach teams' ability to engage encampment residents over time, building trust, and offering support and services until residents are able to move into interim housing and housing navigation programs in preparation for permanent housing.

For example, an individual who experienced homelessness for 19 years since the age of 16 experienced a variety of service barriers and moved repeatedly from encampment to encampment. The PORT team, which built trust with this person over several years, used ERF-2 funding to move them into interim housing at a local motel. This achievement, coupled with consistent case management and supportive services, provided a much-needed dose of hope and served as the catalyst for this young person to move into a permanent studio apartment with a housing subsidy and supportive services. In the last year this person has had no involvement with the Police or Fire Departments (0 calls in 2023) and reports increased well-being and motivation.

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

This proposal relies on maintaining a regular presence within each encampment, building rapport, and providing same-day connections to services. A progressive engagement approach grounded in service linkages, compassion, and addressing barriers will be utilized instead of enforcement. PORT includes a registered nurse and a firefighter with EMT training who are equipped to address some of the medical needs of participants in the field. Motel vouchers are used as an engagement tool and are typically 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 to contacting outreach teams should non-emergency related challenges arise, rather than calling police. This proposal relied on insight from the CoC'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.

*Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.*

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

# Encampment

For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and unsheltered?

Please provide responses in the table below. Add a row for each projected living situation. (250-character limit for each cell)

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Motel	No <small>Yes/No</small>	60 rooms	Set-Aside for ERF-3-R <small>Pri/Set-Aside/Neither</small>	ERF-3-R <small>ERF/Lev/Both</small>	85 <small>%</small>
Adult Center	No <small>Yes/No</small>	44 beds	Neither <small>Pri/Set-Aside/Neither</small>	Leveraged <small>ERF/Lev/Both</small>	10 <small>%</small>
Hospital	No <small>Yes/No</small>	Dependent on availability and need. Pasadena & county-based programs. Bed count varies.	Neither <small>Pri/Set-Aside/Neither</small>	Leveraged <small>ERF/Lev/Both</small>	1 <small>%</small>
Residential Treatment	No <small>Yes/No</small>	Dependent on availability and need. Pasadena & county-based programs. Bed count varies.	Neither <small>Pri/Set-Aside/Neither</small>	Leveraged <small>ERF/Lev/Both</small>	1 <small>%</small>

Inpatient Mental Health Facility	No Yes/No	Della Martin (54 beds), part of Huntington inpatient psych facility. Only inpatient psych in SPA 3 and the demand is high.	Neither Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	1 %
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Living with family and/or friends	Yes Yes/No	N/A	Neither Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	1 %
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Board and Care	Yes Yes/No	Dependent on availability and need. Pasadena & county-based programs. Bed count varies.	Neither Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	1 %
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### Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below. Add a row for each projected opportunity. (250-character limit for each cell)

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?
Housing Navigation	Yes Pri/Set-Aside/Neither	20 ppl per caseload 60 people total over 3-year period.	ERF-3-R ERF/Lev/Both



Linkage to Permanent Supportive Housing	No Pri/Set- Aside/Neither	Dependent on availability	Leveraged ERF/Lev/Both
Linkages to RRH/Time-Limited Subsidies-some will be transferred to PSH based on need	No Pri/Set- Aside/Neither	Dependent on availability	Leveraged ERF/Lev/Both

**22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)**

The proposed strategies that will be used by the CoC to ensure that people are not displaced from the prioritized encampments into another unsheltered location include the following:

1. Interdepartmental and interagency coordination with City street outreach teams, Union Station Homeless Services, and law enforcement to prioritize engagement over enforcement.
2. Working with clients to provide ongoing casework and supporting transitions to motels and other forms of emergency shelter and interim housing, as well as housing navigation services and permanent housing.
3. Implementing a Trauma-Informed Care and Harm Reduction approach using the Community Resiliency Model to build client trust, choice, and engagement in services provided by ERF-3-R funds.

**23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)**

The CoC approach to preventing returns to unsheltered homelessness begins with services provided during the participants' motel stay and extends throughout their permanent housing tenancy.

1. Optional wraparound intensive case management services and housing navigation services, in interim and permanent housing programs (ERF-3-R and leveraged funds).
2. Biweekly case conferencing meetings and direct conversations with services providers to facilitate connections to services and resources (ERF-3-R and leveraged funds).
3. Providing connections to mainstream and community resources such as income assistance, employment services, physical and mental health services, and substance use treatment (ERF-3-R and leveraged funds).
4. Regular HMIS data analysis to monitor retention and negative housing outcomes and identify actionable improvement goals including promoting rapid returns to housing and informing future prevention strategies (leveraged funds).

**24. 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 and intensive outreach that connects people with services and shelter to promote a pathway to stable housing. Services will prioritize connection to resources and building relationships with encampment residents by offering immediate connections to safe, non-congregate shelter at motels and housing navigation services. Trust will grow as encampment residents who may initially be reluctant to engage see others accepting real-time offers for shelter and moving to significantly better living conditions while they work toward permanent housing. Proactive, progressive engagement, coupled with immediately available shelter resources, will be emphasized instead of enforcement to address inflows. Additionally, staff will engage with private property owners to encourage them to fence off areas after encampments are resolved, where possible, to prevent encampments from reappearing.

**25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)**

The CoC will ensure each individual has safe access to and storage of their property. This includes ensuring each client's personal property will not be removed from the encampment while the client is still residing in the encampment or until it is abandoned. Staff 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. Together, they will also identify which property can safely be stored within the interim housing location, 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 cover storage rental. Staff will also ensure the client knows how to access their property as needed. Working with clients through this process is an important part of the case management relationship.

**26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (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 client at all times. In the case of emotional support animals, staff will assist in obtaining letters needed to keep the animal at the interim or permanent housing location. We make every effort to identify and negotiate with local motel owners to allow pets. If a 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 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**

**27. State the total amount of ERF-3-R funds requested.**

\$2,772,800.53

\$

**28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.**

\$5,235,305.13

\$

**29. Identify and describe each leveraged non-ERF-3-R resource and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)**

The large majority of leveraged resources that will be used to support this proposal are City of Pasadena General Fund (GF) dollars. Additional funding sources include Los Angeles County Department of Mental Health funding and a state Proposition 47 grant for mental health services and substance use disorder treatment, both administered by the Public Health Department. Below are the estimated amounts by funding source per Fiscal Year to support this proposal. It is estimated that over \$5.35 million in funding will be leveraged through 6/30/2027. Additionally, permanent housing resources funded by Los Angeles County, state, and federal sources will be leveraged.

HOPE Team: \$982,000 (Police GF)

HOPE Team Service Liaisons: \$199,000 (Housing GF)

Encampment cleanups: \$180,000 (Housing GF)

PORT Team Staff :

\$65,733 (Proposition 47)

\$147,726 (Los Angeles County Department of Mental Health)

\$24,985 (ERF-2)

PORT Vehicle: \$59,616 (Prop 47), one-time cost

USHS Staff: \$125,876 (ERF-2)

*Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (**especially as it relates to meeting this proposal's permanent housing outcomes**) and, if applicable, to sustain the new programming beyond the end of the grant term.*

*This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.*

*Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and to sustain the projects beyond the grant term.*

*In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding*

*necessary to sustain their project beyond the grant term if the project is intended to continue.*

**30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)**

The leveraging of 3 of the City's outreach teams demonstrates that the proposal is a prudent, effective use of funds. The estimated cost/person with leveraged funds is \$46,213; whereas if the proposal funded said outreach, the costs would increase dramatically to \$133,468/person. This proposal only accounts for 35% of the program's total costs, and includes long-term shelter and housing navigation. Providing shelter and housing yields greater cost savings to the community compared to leaving people in encampments. The proposal's successful outcomes will contribute to the CoC's progress toward chronic homelessness functional zero and its five-year goal of reducing overall homelessness by 50%.

The total ERF-3-R request was determined in collaborative meetings with the Public Health Dept. and Union Station Homeless Services. An inventory of existing funding was reviewed to ensure the funding requested will supplement and not supplant other funds and that expenditure deadlines can be met.

**Attachment: Standardized Budget**

ERF-3-R Budget Template\_Jurisdiction\_Pasadena.FINAL.xlsx

*Applicants must use the [ERF-3-R Budget Template](#) available on [box.com](#)*

## **Key Entities and Staff**

**31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-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 Pasadena CoC, will oversee the implementation of ERF-3-R and spend down of the funding. COPHD will administer the subrecipient contract with Union Station Homeless Services and transfer funding to the Pasadena Public Health Department (PPHD). CoPHD is highly skilled and experienced in ensuring the successful execution of grant-funded projects and has effectively administered a broad range of federal (CoC, ESG, ESG-CV, CDBG, HOME, HOPWA), state (CESH, ERF-2-R, FHC-1, HEAP, HHAP-1, HHAP-2, HHAP-3, HHAP-4), 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) that provide robust homeless street outreach, linkages, and wraparound services.

### Table 3: Key Staff

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal’s outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e.non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Public Health Social & Mental Health Division Manager	Yes Yes/No	0.15 # FTE	ERF-3-R and Leveraged Funds ERF/Lev/Both	Upper level planning and oversight, reporting, and coordination.
PORT Program Coordinator	Yes Yes/No	0.20 # FTE	ERF-3-R and Leveraged Funds ERF/Lev/Both	Program planning, oversight, coordination, and reporting.
PORT Firefighter/Out reach	Yes Yes/No	0.40 # FTE	ERF-3-R and Leveraged Funds ERF/Lev/Both	Encampment outreach, field-based linkages and referrals, program enrollment and follow-up.

PORT Community Services Rep III	Yes Yes/No	0.9 # FTE	ERF-3-R and Leveraged Funds ERF/Lev/Both	Encampment outreach, participant transportation, field- based assistance, program enrollment and follow-up.
PORT Community Services Rep II	Yes Yes/No	1.0 # FTE	Leveraged Funds ERF/Lev/Both	Provides program support during interim shelter stay.
PORT Specialist/Mot el & Interim Shelter	Yes Yes/No	0.20 # FTE	ERF-3-R and Leveraged Funds ERF/Lev/Both	Motel/interim shelter coordination and tracking.
Housing Navigator	Yes Yes/No	2.0 # FTE	ERF-3-R ERF/Lev/Both	Direct service, provides outreach, housing navigation, service coordination and case management.
Program Manager	Yes Yes/No	0.25 # FTE	ERF-3-R ERF/Lev/Both	Provides program management and staff supervision.
Associate Director, CES Western Region	Yes Yes/No	0.10 # FTE	ERF-3-R ERF/Lev/Both	Program oversight, liaison with partners.
Director, CES & Adult Services	Yes Yes/No	0.08 # FTE	ERF-3-R ERF/Lev/Both	High Level Program Oversight.
Data and QA Specialist	Yes Yes/No	0.25 # FTE	ERF-3-R ERF/Lev/Both	Data tracking and reporting, quality assurance.

**32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). 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)**

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 and program management to ensure the program enters, tracks and reports data through the HMIS and properly manages funds. USHS was chosen due to a successful track record as a leading provider of homeless services with over 50 years of experience serving Pasadena and the San Gabriel Valley. USHS has a successful history of providing staff that support the City's street outreach teams with service referrals, case management and housing navigation and is the current service partner for the existing ERF-2 project. As a result, USHS will build upon its existing infrastructure and established relationships with local agencies, community providers and encampment residents for the proposed project. This will 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 manages approximately 60 housing and homeless services contracts totaling over \$20,000,000 from federal, state, county and local government funding sources. USHS receives funding from HUD, FEMA, State of California CESH funds, CDBG and ESG funds, Los Angeles County General Funds, County Measure H funds, County Discretionary funds and more.

**33. 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 fifteen ERF-3-R interdepartmental, inter-agency planning meetings with the Department of Information Technology, Public Health Department, and Union Station Homeless Services. These meetings consisted of coordinating the development of the proposal, identifying resources to be leveraged, gathering data, identifying and plotting the encampment site locations using interactive ArcGIS software, as well as building budgets, timelines, and work plans. Additionally, many of the CoC's outreach teams, including those operated by the Los Angeles Homeless Services Authority, Union Station Homeless Services, and Friends In Deed, were consulted to identify which encampment sites to prioritize. Finally, service call data from the Police Department and Public Health Department was reviewed to inform the proposal, including encampment site locations and service needs.

*Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.*

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

**34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)**

The CoC proposes to provide services to eight encampment sites located on both public (city sidewalks, under freeway overpass, etc.) and private property (behind private businesses, churches and in private parking lots) within the City of Pasadena. The CoC has reached out to and engaged each property owner/responsible party in our response to requests for assistance. Many of these requests have come through the LA-Homeless Outreach Portal, through requests to the PORT and HOPE teams, by property owners speaking with outreach teams at the site, or outreach teams contacting property owners directly. We have received commitments from the property owners/responsible parties for each site to allow us to conduct this work on their property. In most cases, outreach teams are already providing outreach services at each of the proposed encampment sites. The CoC will continue to work with property owners to address potential concerns and strengthen collaborative efforts throughout the project.

## Accelerated Timeline

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

Direct interaction between community members and encampment residents are relatively infrequent. However, through community awareness and education campaigns, community members have learned to submit requests for assistance through Pasadena's PORT and HOPE teams as well as the LA-Homeless Outreach Portal on behalf of encampment residents. Outreach teams visit encampments weekly to assess interest in services or re-engage people, address immediate needs by providing food, clothing, hygiene kits, medical care, linkages to community resources and support with preparing housing documents. This project will bring additional services related to interim housing in motels and housing navigation. 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.

### **36. 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 with Union Station Homeless Services and the Public Health, Fire and Police Departments will enable services to begin immediately upon award notification. Outreach teams currently engage with encampment residents regularly; however, in advance of receiving funds, all partners will participate in a launch meeting in which outreach to the eight encampment sites is discussed, visits are scheduled, transitions to motels and housing navigation strategized, and an implementation plan 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 of services and pursuing intentional engagement to reduce barriers to services and shelter. Finally, staff will build upon existing relationships with local motel owners to negotiate weekly rates and reserve blocks of rooms to ensure shelter is available immediately when clients express interest.

## Table 4: Project Timeline

Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.



This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

Date	Milestone	Category	Additional Detail for Milestone
6/30/2024	Award Announcement and Project Start	Project Management	
7/1/2024	Planning Meeting - Discuss Outreach Locations	Project Management	Kick-off meeting to coordinate outreach efforts
7/1/2024	Begin Outreach	People	Public Health PORT team outreach begins at identified encampments.
7/15/2024	Meet with Motel Owners	Project Management	Develop agreements with Pasadena motel(s) for weekly rates and billing.
8/1/2024	Budget Transfer to Public Health from Housing Department	Project Management	
8/1/2024	Clients enter Shelter/Interim Housing	People	Clients enter shelter/interim housing primarily at motels.
8/15/2024	Subcontract Amendment Executed	Project Management	Existing ERF-2 contract with Union Station amendment to add ERF-3-R funds and extend term. 100% obligation deadline met.

10/1/2024	First Quarterly Review of Expenditures and Number of Clients Served	Project Management	Quarterly review of expenditures and clients served will occur every three months for the duration of the grant.
10/15/2024	Services at Full Capacity	People	Housing Navigation services begins for clients placed in motels. Outreach continues to encampment sites.
3/31/2025	Permanent Housing Placements Beginning	People	Estimated first move-in to PH, based on existing average lengths of stays in motels.
6/30/2025	50% of ERF Funds Expended and 100% Obligated	Project Management	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated met.
7/1/2025	Outreach and Housing Navigation Services Continue	People	Outreach and Housing Navigation services will continue on an ongoing basis at encampment sites throughout Year 2.
7/1/2026	Outreach and Housing Navigation Services Continue	People	Outreach and Housing Navigation services will continue on an ongoing basis at encampment sites throughout Year 3.
1/15/2027	Last Prioritized Encampment Site Exit	Place	Last planned exit from the prioritized encampment sites.

4/1/2027	Project Ramp Down	Project Management	Transition clients to PH and provide linkages to appropriate services, such as substance use/mental health treatment, supportive housing, etc. to minimize exits to the unsheltered locations.
6/30/2027	100% of ERF Funds Expended	Project Management	Statutory Deadline for 100% of ERF funds to be spent met.

### Table 5: Projected Milestones

Answer the following questions in relationship to April 30, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after April 30, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

Outreach to the people residing in the prioritized encampment site began / will begin in mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
07/2024	10/2024	08/2024	01/2027

### 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**

Jennifer	O'Reilly-Jones
First	Last

*This does not have to be an authorized representative or signatory.*

**Title**

Homeless Programs Coordinator
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**Email**

joreillyjones@cityofpasadena.net
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	ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET			IF ANY, LEVERAGED 2 SENTENCE DESCRIPTION	
				SALARY	FTE	MONTHS		
Guidance and Intended Use	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-3-R Funds			Non ERF-3-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.	
PRINCIPLE: 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.								
<b>PERSONNEL COSTS</b>				<b>SALARY</b>	<b>FTE</b>	<b>MONTHS</b>		
	Street Outreach	PORT Program Coordinator	Pasadena Public Health	108,375.00	0.20	36	32,152.50	32,512.50 Program planning, oversight, coordination, and reporting. 0.1 FTE charged to ERF, 0.1 FTE leveraged
	Street Outreach	PORT Firefighter/Outreach	Pasadena Public Health	150,000.00	0.40	36	90,000.00	90,000.00 Encampment outreach, field-based linkages and referrals, program enrollment and follow-up. 0.2 FTE charged to ERF, 0.2 FTE leveraged.
	Street Outreach	PORT Community Services Rep III	Pasadena Public Health	56,327.00	0.90	36	33,796.20	118,286.70 Encampment outreach, participant transportation, field-based assistance, program enrollment and follow-up. 0.2 FTE charged to ERF, 0.7 FTE leveraged.
	Street Outreach	PORT Community Services Rep II	Pasadena Public Health	46,528.00	1.00	36		139,584.00 Program support to participants while in interim shelter. 1.0 FTE leveraged.
	Street Outreach	PORT Specialist/Motel & Interim Shelter	Pasadena Public Health	69,703.00	0.20	36	20,910.90	20,910.90 Motel/interim shelter coordination and tracking. 0.1 FTE charged to ERF, 0.1 FTE leveraged.
	Street Outreach	Social & Mental Health Division Manager	Pasadena Public Health	124,168.00	0.15	36	37,250.00	18,625.00 Upper level program planning, oversight, reporting, coordination of interim shelter payment and system navigation. 0.1 FTE charged to ERF, 0.05 FTE leveraged.
	Street Outreach	Benefits (52.5%)	Pasadena Public Health				112,407.54	220,457.53 Fringe benefits, including medical & dental
	Services Coordination	Housing Navigator	Union Station Homeless Services	54,100.00	1.00	36	162,300.00	Direct service staff
	Services Coordination	Housing Navigator	Union Station Homeless Services	54,100.00	1.00	33	148,775.00	Direct service staff
	Services Coordination	Program Manager	Union Station Homeless Services	73,400.00	0.25	36	55,050.00	Program management and staff supervision
	Services Coordination	Assoc Dir, CES Western Region	Union Station Homeless Services	82,000.00	0.10	36	24,600.00	Program management and staff supervision
	Services Coordination	Director, CES & Adult Services	Union Station Homeless Services	98,800.00	0.08	36	23,712.00	Program management and staff supervision
	Services Coordination	Data and QA Specialist	Union Station Homeless Services	56,243.00	0.25	36	42,182.25	Outcomes tracking and reporting
	Services Coordination	Benefits	Union Station Homeless Services				127,853.39	Standard benefits calculated at 28%
	Street Outreach	HOPE Team	Pasadena Police Department	982,000.00	6.00	36		2,946,000.00 Police/DMH Outreach Teams (3 officer/clinician pairs)
	Street Outreach	HOPE Services Liasons	Union Station Homeless Services	199,000.00	2.00	36		597,000.00 Two outreach/services liaisons to support HOPE Team
	Street Outreach	MASH Encampment Clean-up	Pasadena Housing Department	180,000.00	2.00	36		540,000.00 Clean up after encampments are resolved and/or removal of abandoned property
	Services Coordination	CSR III/Case Manager	Pasadena Public Health	\$ 61,930.00	0.25	33		\$ 42,576.88 Field based linkages and referrals
	Services Coordination	Fringe Benefits	Pasadena Public Health	\$ 46,702.00	0.25	33		\$ 32,107.63 Benefits for CSR III/Case Manager position
	Services Coordination	ERF-2 Staff	Union Station Homeless Services	various	2.93	33		\$ 377,628.00 Housing navigation, managerial, data/QA specialist, financial liaison including benefits
<b>Subtotal - Personnel Costs</b>					<b>15.53</b>		<b>\$ 910,989.78</b>	<b>\$ 5,175,689.13</b>
<b>NON-PERSONNEL COSTS</b>				<b>UNIT</b>	<b>RATE</b>	<b>TIME</b>		
	Interim Sheltering	Motel/Hotel Stays	Pasadena Public Health	60 persons	\$630/week	36 weeks	1,360,800.00	Temporary motel shelter stays while working toward permanent housing
	Interim Sheltering	Food/Hygiene Items	Pasadena Public Health	60 clients	\$50/week	36 weeks	108,000.00	Food and hygiene items for clients while in motel shelter stay
	Street Outreach	Vehicle Lease	Pasadena Public Health	1 vehicle	\$414/month	36 months	14,904.00	59616 20% of 1 City vehicle for outreach to encampments and transportation for clients
	Services Coordination	Computer Supplies and Maintenance	Union Station Homeless Services	1 month	\$408	36 months	14,690.00	IT costs associated with computer maintenance, software, and supplies
	Services Coordination	Telephone/Cell Phone Costs	Union Station Homeless Services	1 month	\$459	36 months	16,526.00	Telephone/Cell Phone costs for program staff
	Services Coordination	Office Supplies and Printing Costs	Union Station Homeless Services	1 month	\$255	36 months	9,181.00	Office Supplies and Printing Costs
	Services Coordination	Facilities Costs	Union Station Homeless Services	1 month	1,224	36 months	44,070.00	Office /Facilities operating costs allocations (lease, utilities, etc.)
	Services Coordination	Computer Equipment	Union Station Homeless Services	1 month	250	2 months	5,000.00	Equipment for new hire- vacant position
	Delivery of Permanent Housing	Move-In Costs	Union Station Homeless Services	1 client	\$500/client	36 clients	18,000.00	Move-in costs per client
	Services Coordination	Client Flex Funds	Union Station Homeless Services	1 client	\$1000/client	60 clients	60,000.00	Client flex funds per client
	Delivery of Permanent Housing	Security Deposits	Union Station Homeless Services	1 client	\$2000/client	36 clients	72,000.00	Client funds for security deposits per client
<b>Subtotal - Non-Personnel Costs</b>							<b>\$ 1,723,171.00</b>	<b>\$ 59,616.00</b>
<b>ADMINISTRATIVE COSTS</b>								
	Administrative Costs	Indirect Administrative Costs	Union Station Homeless Services				46,213.25	
	Administrative Costs	Internal Service Charges	Pasadena Public Health				46,213.25	
	Administrative Costs	Direct Administrative Costs	Pasadena Housing				46,213.25	CoC costs associated with contracts execution, report, and invoicing
<b>Subtotal - Administrative Costs</b>							<b>\$ 138,639.75</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>							<b>\$ 2,772,800.53</b>	<b>\$ 5,235,305.13</b>

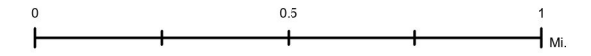


# Department of Housing City of Pasadena

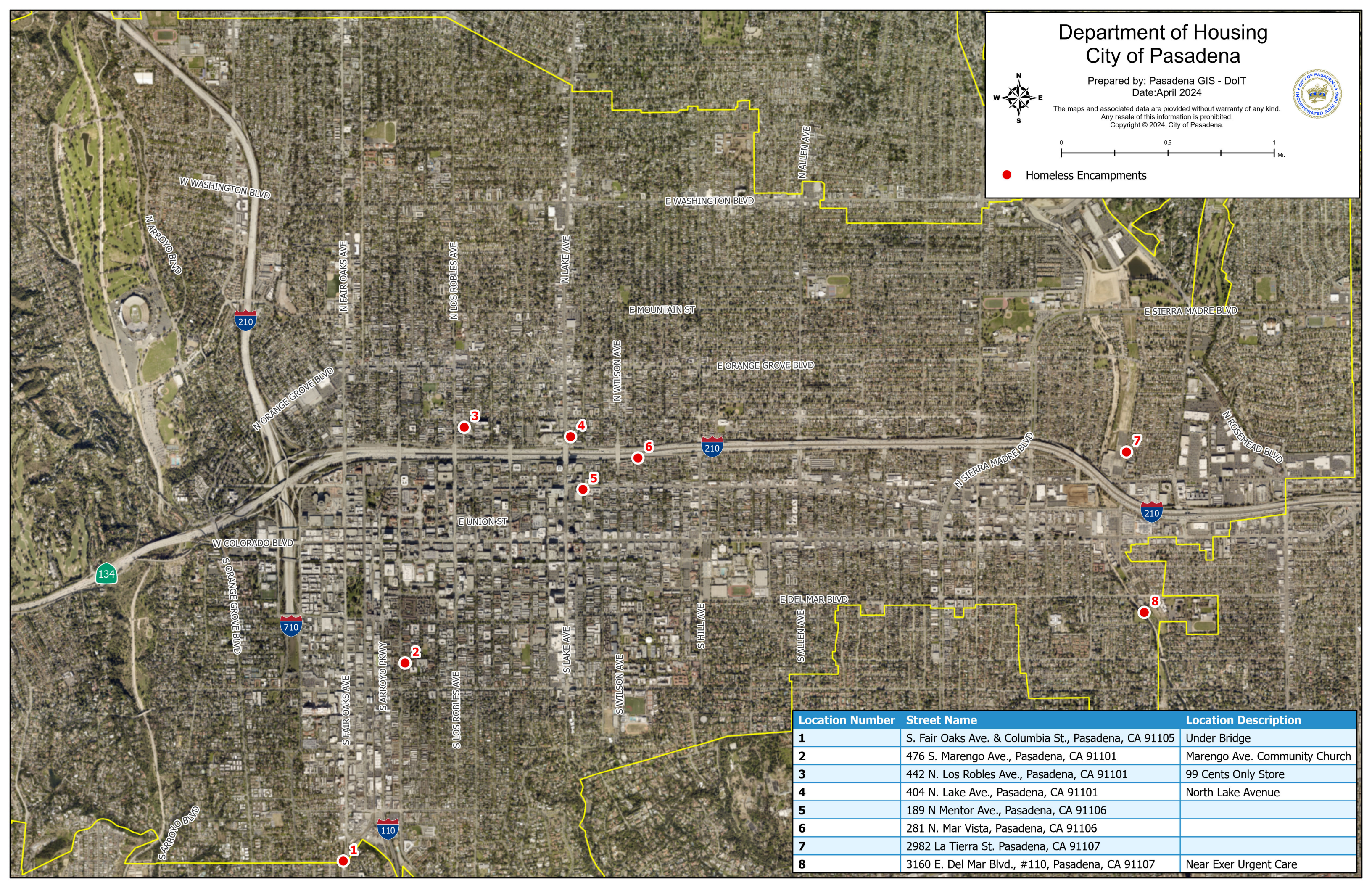
Prepared by: Pasadena GIS - DoIT  
Date: April 2024



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● Homeless Encampments



Location Number	Street Name	Location Description
1	S. Fair Oaks Ave. & Columbia St., Pasadena, CA 91105	Under Bridge
2	476 S. Marengo Ave., Pasadena, CA 91101	Marengo Ave. Community Church
3	442 N. Los Robles Ave., Pasadena, CA 91101	99 Cents Only Store
4	404 N. Lake Ave., Pasadena, CA 91101	North Lake Avenue
5	189 N Mentor Ave., Pasadena, CA 91106	
6	281 N. Mar Vista, Pasadena, CA 91106	
7	2982 La Tierra St. Pasadena, CA 91107	
8	3160 E. Del Mar Blvd., #110, Pasadena, CA 91107	Near Exer Urgent Care