

HHAP Application Narrative Responses

1. LSA DATA

a. Submit CoC's complete HUD Longitudinal System Assessment (LSA) from October 1, 2017 - September 30, 2018. Attached with application.

b. Use LSA data to provide (as defined by HUD):

i. Total number of households served in:

- **Emergency Shelter, Safe Haven and Transitional Housing**
- **Rapid Rehousing**
- **Permanent Supportive Housing.**

The Pasadena CoC served 525 households in Emergency Shelter (ES), Safe Haven (SH) and Transitional Housing (TH) programs, 1 household in Rapid Rehousing (RRH), and 443 households in Permanent Supportive Housing (PSH) during the reporting period.

ii. Total number of disabled households served across all interventions.

The Pasadena CoC served 391 disabled households in ES, SH and TH programs, 0 disabled households in RRH, and 377 disabled households in PSH during the reporting period.

iii. Total number of households experiencing chronic homelessness served across all interventions.

The Pasadena CoC served 270 chronically homeless households in ES, SH and TH programs, 0 chronically homeless households in RRH, and 62 chronically homeless households in PSH during the reporting period.

iv. Total number of 55+ households served across all interventions.

The Pasadena CoC served 164 households who were 55+ in ES, SH and TH programs, 0 households who were 55+ in RRH, and 259 households who were 55+ in PSH during the reporting period.

v. Total number of unaccompanied youth served across all interventions.

The Pasadena CoC served 39 unaccompanied youth in ES, SH and TH programs, 0 unaccompanied youth in RRH, and 12 unaccompanied youth in PSH during the reporting period.

vi. Total number of veteran households served across all interventions.

The Pasadena CoC served 24 veteran households in ES, SH and TH programs, 0 veteran households in RRH, and 12 veteran households in PSH during the reporting period.

vii. Number of individuals served across all interventions who were:

- **Female:** The Pasadena CoC served 154 females in ES, SH, and TH programs, 1 female in RRH, and 165 females in PSH during the reporting period.
- **Male:** The Pasadena CoC served 355 males in ES, SH, and TH programs, 0 males in RRH, and 281 males in PSH during the reporting period.
- **Transgender:** The Pasadena CoC served 14 individuals who identified as transgender in ES, SH, and TH programs, 0 individuals who identified as transgender in RRH, and 1 person who identified as transgender in PSH during the reporting period.
- **Gender Non-Conforming:** The Pasadena CoC served 1 individual who identified as gender non-conforming in ES, SH, and TH programs, 0 individuals who identified as gender non-conforming in RRH, and 0 individuals who identified as gender non-conforming in PSH during the reporting period.

viii. Total number individuals served across all interventions who were:

- **White, Non-Hispanic/Non-Latino (only):** The Pasadena CoC served 171 individuals who identified as White, Non-Hispanic/Non-Latino in ES, SH, and TH programs, 0 individuals who identified as White, Non-Hispanic/Non-Latino in RRH, and 145 individuals who identified as White, Non-Hispanic/Non-Latino in PSH during the reporting period.
- **White, Hispanic/Latino (only):** The Pasadena CoC served 131 individuals who identified as White, Hispanic/Latino in ES, SH, and TH programs, 0 individuals who identified as White, Hispanic/Latino in RRH, and 110 individuals who identified as White, Hispanic/Latino in PSH during the reporting period.
- **Black or African American (only):** The Pasadena CoC served 160 individuals who identified as Black or African American in ES, SH, and TH programs, 1 individual who identified as Black or African American in RRH, and 132 individuals who identified as Black or African American in PSH during the reporting period.
- **Asian (only):** The Pasadena CoC served 12 individuals who identified as Asian in ES, SH, and TH programs, 0 individuals who identified as Asian in RRH, and 13 individuals who identified as Asian in PSH during the reporting period.
- **American Indian or Alaska Native (only):** The Pasadena CoC served 10 individuals who identified as American Indian or Alaska Native in ES, SH, and TH programs, 0 individuals who

identified as American Indian or Alaska Native in RRH, and 4 individuals who identified as American Indian or Alaska Native in PSH during the reporting period.

- **Native Hawaiian/Other Pacific Islander (only):** The Pasadena CoC served 11 individuals who identified as Native Hawaiian/Other Pacific Islander in ES, SH, and TH programs, 0 individuals who identified as Native Hawaiian/Other Pacific Islander in RRH, and 7 individuals who identified as Native Hawaiian/Other Pacific Islander in PSH during the reporting period.
- **Multiple races:** The Pasadena CoC served 11 individuals who identified as multiple races in ES, SH, and TH programs, 0 individuals who identified as multiple races in RRH, and 10 individuals who identified as multiple races in PSH during the reporting period.

2. DEMONSTRATION OF REGIONAL COORDINATION

a. Coordinated Entry System (CES) Information

i. Describe how your CES functions, including:

- 1. What entity is responsible for operating your CES?**
- 2. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?**
- 3. How are people referred to available housing through CES?**

1. Responsible Entity: The City of Pasadena works in collaboration with the City of Glendale and the Los Angeles Homeless Services Authority (LAHSA) to provide comprehensive Coordinated Entry System (CES) coverage for Los Angeles County. LAHSA, as the lead administrative entity for the Los Angeles Continuum of Care (LA CoC), is responsible for the overall implementation and administration of CES. The Pasadena CoC participates in the Los Angeles CES and uses the CES to match people to available housing resources. Additionally, the Pasadena CoC participates in and holds a seat on the CES Policy Council, thus contributing to the formation and approval of CES policies and procedures. The Los Angeles County CES is organized into three population systems – Adults, Families, and Youth – which covers 100% of our CoC’s geographic area using a “no wrong door” model and serves as the centralized system for housing and services for people experiencing homelessness. The CoC’s approach to CES allows for multiple access points and coordination with neighboring CoCs.

2. Assessment and Identification: Assessment is the process by which the CES gathers information about a participant to understand and document their housing needs and vulnerabilities. The CoC utilizes Individual and Family Vulnerability Index–Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment tools for initial assessment and uses the Full SPDAT tool for a comprehensive assessment when necessary. The Next Step Tool is used for assessments within the youth population. The overall process and procedures are client-driven, dependent on participants’ preferences, needs or ability to self-resolve. The assessment most appropriate to the participant(s) is included in the CES survey packet and acts as a triage tool to determine a person’s vulnerability score on a scale of 0–17. The information from the survey packet is used to help connect the participant to appropriate services and housing resources that best fit individual needs. The completed CES survey packet is entered into HMIS by the appropriate staff person(s). In cases when a participant declines or is unable to self-report their condition or circumstances accurately or completely, CES uses the Full Service Prioritization Decision Assistance Tool (Full SPDAT) to refine, clarify, and verify vulnerability. Assessments provide a comprehensive score that is used to determine housing needs and informs which interventions clients will be referred to. Although separate Access Points are in place to meet the needs of distinct sub-populations, initial screening at each Access Point using the “no wrong door” model enables people to be identified and connected to the primary mechanism that links people experiencing homelessness to interventions that aim to resolve their housing crisis.

3. Access and Referrals: People experiencing homelessness can access services and housing available through CES via multiple referral pathways and defined entry points for each population system. All entry points utilize the same assessment approach to ensure continuity and standardized decision-making. Partner agencies which do not serve as CES points of entry (i.e. law enforcement, mental health and education providers) are informed on how to refer people to get successfully connected to the system. Participants are not required to have a referral to access CES and can instead self refer by calling in or going to CES-participating agencies that provide homeless services. Street outreach teams utilize a progressive engagement model to connect people experiencing homelessness with services that meet immediate basic needs while also getting them connected to CES. Once in the system, high acuity clients are prioritized for limited housing resources. Matching is the process by which a CES participant who is prioritized for housing is referred to, or “matched,” to a housing intervention for which they are eligible. Information about the availability and eligibility of housing resources are centralized in the Resource Matching System, an online tool that is used to match housing resources through CES. The CoC strives to maximize client choice and utilizes strengths-based approaches to inform options for services, housing, and referrals that takes into account individual needs and vulnerabilities.

- ii. How do you promote the utilization of your CES? Specifically:**
- 1. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?**
 - 2. What is the grievance or appeal process for customers?**
 - 3. How do you provide culturally responsive services to people experiencing homelessness?**

1. Outreach: All Pasadena CoC-funded agencies that administer permanent supportive housing programs are contractually required to participate in CES and enter data into HMIS. CES has both a centralized 24-hour phone system for families and a decentralized system for individuals and youth that allows for people to be assessed at any trained agency within the CoC’s geographic area. Racially and ethnically diverse multidisciplinary street outreach teams, which include peer workers, also serve as CES access points for harder-to-engage or harder-to-reach populations which likely will not access services without specialized outreach. CES and CES Access Points are comprehensive and accessible to all, including special populations with unique needs and people with disabilities or Limited English Proficiency. The CoC makes every effort to ensure that partner agencies are informed where to refer participants that need to get connected to the system for housing and services. Ongoing outreach is conducted to stakeholders within the criminal justice, healthcare, education and employment systems to inform them of the existing CES and services available within homeless services.

2. Grievance Process: The CoC’s CES written standards document that client concerns and grievances should be resolved promptly and fairly. Grievances about experiences with programs that serve people experiencing homelessness should be directed to the program and follow the grievance policies and procedures of that organization. Agencies are required

to maintain internal documentation of all complaints received. Grievances about CES policies and procedures or a program's screening or participation practices, which appear to have a discriminatory impact, should be directed to the Pasadena CoC. A first-person written and/or documented complaint is considered a grievance and a verbal, secondhand or hearsay complaint is considered a complaint. Each situation will be treated seriously and with sensitivity, and will be documented for the record with date, time, program name, and nature of the complaint, as well as with any action taken towards resolution. All complaints or grievances involving vulnerable adults or children will be immediately turned over to the appropriate authorities.

3. Culturally Responsive Services: The CoC affirms and employs culturally competent and evidence-based best practices when providing housing and services to people experiencing homelessness. Program staff at participating CES agencies are trained in approaches that are individualized and that respond to the unique strengths and needs of each individual, including cultural and linguistic preferences. Services are also provided in a way that promotes trust, transparency, cultural sensitivity and empowerment of the people who are served. Participant self-determined priorities inform the CoC's client-centered and client-driven approach to housing and services. Whenever possible, the CoC encourages providers to refer participants to services that are low-barrier and incorporate principles of harm reduction and trauma-informed care.

iii. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

The primary challenge to CES is that the need for services and housing continues to exceed available resources. While CES allows for more efficient and equitable allocation of housing, it is not a substitute for the inventory of resources needed to meet the current demands. Our system is bottlenecked at two critical points of connection between people in need and the resources that will ultimately end their homelessness.

Once people are entered into CES, they wait to be assigned a housing navigator who will facilitate linkages to various supportive services and will gather the necessary documentation to ensure people can move forward with housing opportunities once matched. Presently, participants experience long wait times to be assigned a staff person who serves as their navigator and advocate in the multifaceted homeless services system. Consequently, this has an adverse impact on client- and system-level outcomes as people are forced to wait in line for services and the length of time they remain homeless increases. Even after being assigned to a housing navigator, clients must continue to wait for a permanent housing resource to become available because these resources are scarce compared to the need and the wait times are often lengthy.

New state and local funding will be critical components to address these regional challenges. While our system is housing more people than ever before despite these bottlenecks, more people are continuing to fall into homelessness at unprecedented rates. In order to stem the inflow placed on our strained CES, the Pasadena CoC has allocated \$300,000 of HHAP funding to homelessness prevention. The Pasadena CoC also looks forward to the Los Angeles

Continuum of Care's \$15 million investment with HHAP funding in problem solving and diversion to help prevent homelessness whenever possible in the absence of sufficient housing resources. Similarly, Pasadena looks forward to the Los Angeles CoC's \$5 million HHAP investment for systems support and infrastructure development, which includes CES refinement and testing. Pasadena also has two permanent supportive housing projects in the pipeline to address the long-standing housing shortage, which will add approximately 120-130 new units of permanent supportive housing to our housing inventory for people experiencing chronic homelessness.

b. Prioritization Criteria

- i. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?**
- ii. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?**

CES identifies and prioritizes people with the greatest service needs and levels of vulnerability through CES triage tools, full SPDAT assessments and case conferencing. CES uses a Prioritization Order Table to determine how participants are prioritized for permanent housing resources based on their CES survey packet score. For situations in which the CES survey packet score does not accurately reflect the vulnerability and needs of a participant, case conferencing is used for prioritization. The Prioritization Order Table was developed and approved by the CES Policy Council over the course of 2018, with the goal of being fully operationalized by 2021. The CoC uses strategic prioritization to ensure that people are connected to housing and services most appropriate to their needs and eligibility, and to match those with the greatest needs to limited resources.

Upon assessment using the CES Survey Packet (i.e., the VI-SPDAT for adults, the VI-FSPDAT for families, the Next Step Tool for youth) CES assessors with Homeless Management Information System (HMIS) access enter completed assessments into the system, which places the participant or household on a Community Queue. The Los Angeles Homeless Services Authority as the lead agency for the Los Angeles Continuum of Care, which oversees the CES, then generates and shares a weekly report with designated CES matchers across each Service Planning Area (SPA). Matchers then utilize this information to match housing resources based on current system-wide prioritization policies. The priority order is based on acuity level, subpopulation (i.e., adults, families, and youth), acuity score range, length of time homeless, and, if applicable, high-risk determination from case conferencing. The CES process complies with all requirements prescribed by HUD in 24 CFR 578.8(a)(8).

SPA and county-wide matchers manage the Community Queue to ensure prioritized CES participants are active in the system, assessment information is accurate, and to identify participants' housing preferences. In this way, SPA matchers maintain a validated list of people who can be matched upon the availability of a permanent housing resource.

c. Coordination of Regional Needs

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

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

Homelessness is not an issue confined to municipal boundaries, so the responsibility to coordinate and implement solutions exists at both the local and regional level. The Pasadena CoC conducts an annual Point-in-Time (PIT) Count of people experiencing homelessness in our jurisdiction during the last 10 days of January that is separate from Los Angeles County. This data is then shared with the Los Angeles Continuum of Care to determine an estimated proportion of people countywide who experience homelessness in Pasadena on any given night. The Pasadena CoC's allocation of local Measure H funding is directly tied to our PIT Count numbers and determines the proportion of funding we will receive for four previously approved county-wide strategies to combat homelessness, including homelessness prevention for individuals, crisis housing, housing navigation and rapid rehousing for individuals.

Ultimately Pasadena CoC HHAP funding will help meet the share of regional need by addressing the bottlenecks within the CES and supporting the countywide focus on prevention and diversion. Similar to the County's proposed uses, HHAP dollars will be used to preserve critical programming when previous funding expires. The Pasadena CoC continues to be a strong partner in the collaborative efforts led by the County and Los Angeles Continuum of Care to reduce and prevent homelessness.

d. *Creating Sustainable, Long Term Housing Solutions*

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

- Examples could include, but are not limited to:
 - a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.
 - b. Developing or strengthening data and information sharing across and within jurisdictions.
 - c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.

Addressing homelessness requires continued cross-sector collaboration to strategically allocate resources and successfully implement long-term solutions. To enact the vision of combatting homelessness in Pasadena and creating sustainable solutions, the City supports the implementation of programs that are grounded in evidence-based best practices that have been acknowledged as effective in ending homelessness.

Pasadena continues to carry out our long-standing commitment to innovatively use our resources to expand and promote the production of brick-and-mortar permanent supportive housing (PSH). Within the past year, the City approved and committed the land to a

mixed-use development which will consist of 65–70 units of PSH for seniors exiting homelessness. The City also committed \$1 million in funding to another local 65 unit PSH project for people exiting chronic homelessness. In an effort to further advance long-term solutions, the City has prioritized collaborating with other jurisdictions and Public Housing Authorities to use rental subsidies creatively and across jurisdictional boundaries when allowable. Financial incentives continue to be offered to landlords who are willing to accept tenant-based rental assistance and rent units to people experiencing homelessness in the private rental market. This scattered-site housing models works to maximize available housing stock and overcome challenges such as high costs and length of time required for new PSH projects to get off the ground and begin operating.

Additionally, the Pasadena CoC CES process operates with a low-barrier approach and Housing First model for all participating programs. The CoC's decision to align the CES with a Housing First and low barrier approach helps people experiencing homelessness obtain and maintain permanent housing long-term, regardless of their service needs or challenges. All programs funded through the CoC are required to operate under the Housing First model.

Whenever possible, the CoC promotes increased collaboration/coordination between neighboring cities across the Service Planning Area (SPA) and Los Angeles County. New and existing stakeholders are encouraged to apply for available funding opportunities to encourage a diversified portfolio of partners and extend our reach to support vulnerable groups. The CoC is also focused on strengthening data evaluation efforts to understand how well our system is performing and where additional resources are needed, as well as to inform future housing and other homeless services initiatives. The CoC's enhanced capacity to make data-informed decisions enables our ability to maximize our resources and continue to support long-term solutions to address homelessness.

3. RESOURCES ADDRESSING HOMELESSNESS

a. Existing Programs and Resources

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

1. This list should include (where applicable), but not be limited to:
 - a. Federal Funding (Examples: [YHDP](#), [ESG](#), [CoC](#), [CSBG](#), [HOME-TBRA](#), [CBDG](#))
 - b. State Funding (Examples: [HEAP](#), [CESH](#), [CalWORKs HSP](#), [NPLH](#), [VHHP](#), [PHLA](#), [HHC](#), [Whole Person Care](#), [HDAP](#), [BFH](#))
 - c. Local Funding

Over \$7 million in federal, state, and local funding has been allocated to the Pasadena CoC and is being used to support a diverse group of programs and interventions for people experiencing homelessness within the CoC's jurisdiction. The following list contains the funding sources and dollar amounts that the CoC currently receives for homeless services::

Federal Funding	
<i>Continuum of Care (CoC) - 1 year</i>	\$3,561,687
<i>Emergency Solutions Grants (ESG) - 1 year</i>	\$245,737
State Funding	
<i>California Emergency Solution and Housing Program (CESH) 2018 - 5 years</i>	\$720,243
<i>Homeless Emergency Aid Program (HEAP) - 2 years</i>	\$1,428,216
<i>California Emergency Solution and Housing Program (CESH) 2019 - 5 years</i>	\$419,607
Local Funding	
<i>Los Angeles County Measure H - 17 months</i>	\$1,327,986
Total CoC Funding	\$7,703,476

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

The CoC coordinates directly with Los Angeles County to receive and administer Measure H funding for predetermined County strategies. Following discussions around the management of these funds in June 2017, the Los Angeles County Board of Supervisors determined that the direct administration of Measure H funds by smaller cities that operate their own Continuum of Care (Pasadena, Glendale and Long Beach) would maximize positive outcomes and system effectiveness. Pasadena participates in a quarterly meeting with Los Angeles County and the Glendale, Long Beach, and Los Angeles CoCs to discuss strategic planning efforts and challenges to implementation. Pasadena also leverages federal CoC program funding to supplement the County-wide HMIS, which is administered by the Los Angeles CoC and allows client-level data sharing, report coordination, and collaboration with system management processes. Pasadena participates in the Southern California Regional HMIS Collaborative and shares a single database with the Glendale and Los Angeles CoCs. Furthermore, Pasadena is fully integrated with the LA CoC-administered Coordinated Entry System and contributes to, as well as leverages, resources from jurisdictions participating in the system. Pasadena continues to be engaged in ongoing collaborative efforts with other regional jurisdictions to ensure that our systems are in alignment and that available funding is being used efficiently and effectively.

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

The Pasadena CoC regularly facilitates four different committee meetings which serve as critical platforms to gather feedback on emerging and unmet needs within the jurisdiction. The following gaps in housing and homeless services have been identified by our multidisciplinary partners:

1. There is a critical shortage of local long-term funding sources for capital, rental assistance, and services for permanent supportive housing. The need for housing assistance in Pasadena's expensive rental market is climbing as more people are falling into homelessness and the proportion of people experiencing chronic homelessness remains high. This demand exceeds our current supply of long-term resources. While the CoC would like to fund rental assistance or services for permanent supportive housing with new state funding (such as HEAP or HHAP), the need for this support is ongoing and many participants will require this assistance for as long as they live in their home. Once the grant term is up, people will still need these resources to retain their housing and thrive in their communities.
2. There is a need for a system-wide implementation of standardized diversion and problem solving interventions to prevent people from entering the system by identifying alternative housing options through a strength-based approach model.
3. Access to mental health care and substance use treatment services continues to present high/multiple barriers and are thus inaccessible to a highly vulnerable population. Over the past few years, our cross-sector partners with the CoC's healthcare and criminal justice systems have identified a need for more robust

- intensive mental health and substance use disorder services. However, inadequate capacity and networks of care that are not responsive to the unique needs of people experiencing homelessness impede the CoC's ability to appropriately support them.
4. There is also a significant gap in respite care (also referred to as recuperative care) beds across all ages in and surrounding the CoC's jurisdiction. People experiencing homelessness often have significant healthcare needs that may be exacerbated from living in unsheltered conditions, however these people may be too ill to recover from an illness while living on the street but are not sick enough to remain in the hospital. Medical respite care programs can help bridge this gap by providing comprehensive medical care coordination and case management services in a safe environment during the transition point from hospital discharge.
 5. Despite our increased efforts and the recent unprecedented investment to address the homelessness crisis across the state, the systemic drivers into homelessness persist and social determinants largely influence life trajectories. Socioeconomic factors often also dictate the likelihood of displacement. These upstream catalysts include a severe lack of living wage jobs that keep pace with rising rents, an eroding senior safety net, and deeply rooted systemic racism.
 6. Our systems partners need additional support to ensure people do not fall into the homeless system whenever possible. The intersection of the criminal justice, healthcare, employment, and child welfare systems with homelessness is well documented and increased efforts with our mainstream systems partners that focus on strategic engagement and coordinated responses should be prioritized. While the response to homelessness is complex in nature, the homeless system of care can no longer absorb the failures of our other existing systems. The responsibility to support this vulnerable population should be shared among the networks that regularly interface with them.
 7. While we are housing more people today than we have in years past, the inflow of people falling into homelessness is straining the system and the staff of agencies serving our vulnerable neighbors. The limited supply of case managers and housing navigators cannot properly support the people who have been successfully entered into the system and are waiting for resources. As a result, after people are assessed they undergo long wait times that can span for months before they are assigned a staff person to navigate the process with them. Often times these staff members have sizable caseloads and may be unable to properly support the unique needs of all their clients.
 8. The CoC is seeing a greater need for housing opportunities in and around our jurisdiction for people who fall in the space between Board and Care level of support and permanent supportive housing. There is a growing subset of people who fall on this spectrum where they would benefit from an augmented level of care beyond PSH, but Board and Cares are too restrictive on their autonomy.

b. HHAP Funding Plans

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

housing and homeless services for the homeless population in your jurisdiction.

The Pasadena CoC's final HHAP allocation came out to \$638,478.84. The CoC intends to use the HHAP funding for three main activities: 1. Homelessness Prevention (\$300,000), 2. Housing Locators (\$160,000), and 3. Emergency Shelter (\$82,707.01). Eight percent of the total allocation (\$51,078.31) will be used to support a motel voucher program that is specific to youth experiencing homelessness and 7% (\$44,693.52) has been set aside for administrative costs. The program(s) funded with HHAP Homelessness Prevention dollars will target people who are at imminent risk of homelessness and help them to quickly regain stability in their current housing situation or in other permanent housing through short to medium-term rental assistance and/or problem solving strategies. The Housing Locator(s) funded through the HHAP program will provide housing search and placement assistance to people who have a housing voucher as well as establish relationships with landlords and property management companies to improve access to permanent housing opportunities for people experiencing homelessness.

Finally, HHAP funding dedicated to Emergency Shelter will be used to provide motel vouchers as an alternative to shared shelter settings for people who have higher barriers to engagement or for whom a traditional shelter would not be a good fit. The CoC has determined that the youth set-aside funding will also best support our current unmet needs for additional shelter capacity among the Transitional Age Youth (TAY) population. A total amount of \$51,078 will be put towards funding a youth-specific motel voucher program that addresses this group's unique needs in an environment that is conducive for them and supports successful transitions to permanent housing and connections to services such as education and employment opportunities. The Homeless Emergency Aid Program (HEAP) funding allocated for emergency motel vouchers will be ending in June 2021 and all of the additional shelter bed capacity that the CoC recently added to our jurisdiction will be lost if the program is not continued with HHAP funding. Motel vouchers are a valuable resource as they increase bed availability rapidly and offer flexibility with short to medium-term stays to best serve each client's unique and varying needs. Case management and/or housing navigation services are provided to all participants utilizing motel vouchers to support the housing search process and link people with permanent housing opportunities through the Coordinated Entry System (CES). Similarly, participants are encouraged to participate in benefits acquisition, care coordination, and supportive services in order to maximize exits to permanent housing and long-term housing retention. According to the CoC's most recently submitted Systems Performance Measure data, an estimated 21.5% of people enrolled in emergency shelter programs exit to permanent housing destinations. The CoC's 2019 Housing Inventory Count (HIC) data shows that only 126 emergency shelter beds are available year-round and an additional 140 beds are available seasonally. These numbers do not include the three motel voucher programs funded through HEAP that started operating in Calendar Year 2019 because the CoC has not yet completed the 2020 HIC submission. The estimated average vacancy rate for the CoC's year round emergency shelter beds remains low at 14%, and the average vacancy rate for the CoC's seasonal emergency shelter beds is approximately 63%. These seasonal beds are weather-activated and we see that utilization rates increase towards the end of the season as more people become aware of the resource. While the vacancy rate for seasonal beds is higher than the year-round beds, this will not

impact the motel voucher program because the clients who will be served are those for whom a group setting would not work well.

The CoC anticipates expending these funds over a two-year term, however homelessness prevention programming will span a three-year term.

The CoC's commitment to homelessness prevention with HHAP funds solidifies our dedication to efforts aimed at stemming the inflow into homelessness. The CoC's ultimate goal with implementing this program to prevent people from entering the homeless system of care and to determine how to best capture outcome data in a meaningful way. While the CoC will still be up against the social determinants and systemic risk factors that predispose people to housing instability, this funding will enable the CoC to work more closely with our systems partners and increase coordination efforts. These stakeholders will be notified of the resources we have available so that they can refer people who are at high risk of becoming homeless to our program(s). The CoC's continuation of funding for Housing Locators aims to shorten the length of time people who have been matched to tenant-based rental assistance vouchers remain homeless.

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

All applications received for HHAP-funded activities will be evaluated for compliance with Housing First principles, which includes removing requirements such as sobriety, treatment and participation in services to receive housing assistance or as a condition for permanent housing tenancy. Participants cannot be denied assistance based on poor credit or financial history, poor or lack of rental history, criminal convictions, or behaviors that indicate a lack of "housing readiness." All CoC-funded agencies will be contractually obligated to participate in the Coordinated Entry System, when applicable to their program, and all housing referrals will come through CES. The CES will identify and prioritize people with the greatest service needs and levels of vulnerability through population-specific triage tools and referrals will be accepted from all points of the crisis response system. The CES does not screen people out for assistance due to perceived or preexisting barriers and ensures that people are housed quickly without preconditions or service participation requirements. Furthermore, staff working on HHAP-funded projects will be required to follow promising principles for client engagement and services will be provided using trauma-informed and harm reduction evidence-based best practices. All HHAP-funded projects will also be required to comply with the CoC's written standards, which outline our ongoing commitment to the core components of Housing First. If an agency is found to be noncompliant with Housing First principles, intensive technical assistance and operations support will be provided accordingly. If an agency is still unable to comply with Housing First requirements after technical assistance and support has been provided by the CoC, funding may be revoked and reallocated to a higher performing program.

4. PARTNERS ADDRESSING HOMELESSNESS

a. *Collaborating Partner Efforts*

i. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.

The CoC's membership is diverse and includes a variety of stakeholders, such as: homeless service providers, the Pasadena Housing Department—a Public Housing Agency, people with lived experience of homelessness, youth service providers, behavioral and mental healthcare providers including local community clinics and local hospitals, local government officials, law enforcement, mainstream systems such as the Department of Public Social Services (welfare department), community members, faith-based organizations, workforce development and educational institutions. The CoC has not yet identified the collaborative partners that will be working to carry out the programs. Upon receipt of HHAP funding, the CoC will issue a Request for Applications (RFA) to solicit submissions from eligible agencies to administer the following activities: 1) Homelessness Prevention, 2) Housing Location, 3) Emergency Shelter. The RFA will be advertised to our collaborative partners via targeted email notifications to the CoC at large and service provider listservs, which includes both public and private agencies. There will also be a dedicated section of our CoC's website for organizations interested in applying for HHAP funding. Ongoing technical assistance will be provided as necessary throughout the RFA process to ensure agencies applying are adequately supported and to minimize barriers for potential new agencies. All applications that meet threshold requirements will be reviewed and scored by a non-conflicted evaluation panel. Funding recommendations from the evaluation panel will be brought to City Council for final approval. Once approved, the City of Pasadena as the Administrative Entity for the CoC will enter into subrecipient agreements with the selected agencies to begin the administration and implementation of HHAP funding.

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

1. Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.
2. If no collaborative partners have not been identified at time of application, describe the collaborative process of how you intend to include new and existing partners on HHAP projects.
3. Please note: per [Program Guidance](#), page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3.

Potential barriers the CoC could experience include our collaborative partners experiencing capacity strains and infrastructure changes to account for the rapid expansion of services and infusion of funding to address homelessness. The CoC experienced this during our Homeless Emergency Aid Program (HEAP) RFA process when fewer applications were received than anticipated. No applications were received for the youth-set aside funding, and when we reached out to our lead youth CES provider to inquire further, they shared concerns with their current staffing challenges and ability to spend the money before the expenditure deadline. In anticipation of this barrier, the CoC shared a capacity building opportunity through the Home for Good Funders Collaborative and the Los Angeles Homeless Services Authority with our existing stakeholders as an opportunity to strengthen their operational infrastructure and internal processes to ultimately improve service delivery. Additionally, the CoC is dedicating a significant portion of our available program funding to homelessness prevention, which has historically been administered by one lead agency with federal and local funding. With this larger investment, the CoC will be looking to expand the number of collaborative partners to administer homelessness prevention assistance beyond the one agency. This will require proactive outreach to providers that have previous experience operating similar programs and providing adequate support to agencies that may be new to our CoC.

5. SOLUTIONS TO ADDRESS HOMELESSNESS

a. Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction.

i. Examples:

1. Decrease the percent of our jurisdiction's total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).
2. Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2,000 households from 2018)
3. Increase the percent of successful shelter exits into permanent housing by 5 percentage points annually (baseline of 60%).
4. **Please note:** Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

The HHAP funding will support all three overarching goals included in the CoC's draft homelessness plan previously submitted with the California Emergency Solutions and Housing (CESH) grant. The three primary goals for addressing homelessness among individuals, families and youth in Pasadena are as follows:

Homelessness Plan Goal 1: Prevent homelessness through early, comprehensive assistance to people most at risk of falling into homelessness.

HHAP Goal 1: The Pasadena CoC will use \$300,000 in HHAP funding over three years to provide short-term homelessness prevention rental assistance to an estimated 100 households who are at imminent risk of falling into homelessness.

Homelessness Plan Goal 2: Create new and maximize existing permanent housing opportunities that offer long-term support to high needs individuals.

HHAP Goal 2: The Pasadena CoC will use \$160,000 in HHAP funding to invest in a housing locator who will assist an average of three people per month in securing a permanent housing resource for two years. Taking into account time spent hiring the locator the projected total of placements in permanent housing is 66.

Homelessness Plan Goal 3: Facilitate the continued development of a coordinated homeless system of care to support long-term housing stability and provide timely, accurate data.

HHAP Goal 3: The Pasadena CoC will use \$82,707 in HHAP funding to provide emergency shelter using motel vouchers for a total of 15 people over two years. At least two of these individuals will exit to permanent housing destinations, although these outcomes may be captured with the Housing Locators data since the two programs are subject to overlap and will likely serve the same population.



**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP)
ANNUAL BUDGET TEMPLATE**

APPLICANT INFORMATION

CoC / Large City / County Name:	Pasadena Continuum of Care	Receiving Redirected Funds? Y/N	No
Administrative Entity Name:	City of Pasadena- CA 607	Total Redirected Funding	\$ -

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Subsidies and Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)	\$ -	\$ 80,000.00	\$ 80,000.00	\$ -	\$ -	\$ 160,000.00
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ 50,000.00	\$ 100,000.00	\$ 100,000.00	\$ 50,000.00	\$ -	\$ 300,000.00
New Navigation Centers and Emergency Shelters	\$ -	\$ 92,432.31	\$ 41,353.01	\$ -	\$ -	\$ 133,785.32
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ 3,000.00	\$ 20,070.00	\$ 18,123.52	\$ 3,000.00	\$ 500.00	\$ 44,693.52
						\$ 638,478.84
						\$ 51,078.31

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL



County of Los Angeles
CHIEF EXECUTIVE OFFICE
OFFICE OF HOMELESSNESS

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 493, Los Angeles, California 90012
(213) 893-7736
<http://homeless.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

PHIL ANSELL
Director

January 31, 2020

Board of Supervisors

HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

Nicholas G. Rodriguez, Assistant City Manager
City of Pasadena
100 N. Garfield Ave, P.O. Box 7115
Pasadena, CA 91101

Homeless Housing, Assistance and Prevention (HHAP) Grant Application
Letter of Support

Dear Mr. Rodriguez,

This letter serves to acknowledge that the County of Los Angeles is working in coordination and collaboration with the Pasadena Continuum of Care (CoC) in the expenditure of State Homeless Housing, Assistance, and Prevention Program (HHAP) funds.

According to the 2019 Greater Los Angeles Homeless Count, Los Angeles County is home to 58,936 people experiencing homelessness on any given night. Throughout the County in 2018, the Los Angeles region was able to house 21,631 over the course of the year.

This success would not be possible without collaboration between Los Angeles County, the Pasadena CoC, the three other CoCs in the County, and the many cities of the County. We hope to continue to build on these efforts as we deploy HHAP funding to augment our successes and move more people out of homelessness and into housing.

In addition to our October 31, 2019 and January 8, 2020 meetings with all seven HHAP applicants in Los Angeles County (four CoCs, two cities, and one County) to discuss strategy and uses of HHAP funding, we look forward to further coordination as described in our HHAP applications to address the urgent homelessness crisis that we face.

Thank you and if you have any questions, please do not hesitate to contact us.

Sincerely,

PHIL ANSELL
Director, Los Angeles County Homeless Initiative