Homeless Housing, Assistance and Prevention Round 4 Application

Application Information

Application Due Date: 11/29/2022

This Cognito platform is the submission portal for the Cal ICH HHAP-4 Application. You will be required to upload a full copy of the HHAP-4 Data Tables Template and enter information into the portal from specific parts of the HHAP-4 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-4 resources prior to beginning this application:

- [Homeless Housing, Assistance, and Prevention Program Statute](#)
- [HHAP-4 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-4 Data Tables](#)

Application Submission for HHAP-4 Funding

Using the **[HHAP-4 Local Homelessness Action Plan & Application Template](#)** as a guide, applicants must provide the following information in the applicable form section (see below) to submit a complete application for HHAP-4 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding**: the information required in this section will be provided in <u>Tables 1, 2, and 3 of the HHAP-4 Data Tables file</u> uploaded in the *Document Upload* section.

2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in <u>Tables 4 and 5 of the HHAP-4 Data Tables file</u> uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.

3. **Part III: Narrative Responses:** the information required in this section will be provided by <u>entering the responses to the narrative questions</u> within the *Narrative Responses* section of this application form. Applicants are <u>NOT</u> required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this

Cognito form will be considered the official responses to the required narrative questions.

4. **Part IV: HHAP-4 Funding Plans and Strategic Intent Narrative:** the information required in this section will be provided in Tables 6 and 7 (as applicable), of the HHAP-4 Data Tables file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Funding Plan Strategic Intent* section of this application form.

5. **Evidence of meeting the requirement to agendize the application at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

How to Navigate this Form

This application form is divided into **seven sections**. The actions you must take within each section are described below.

- **Applicant Information:** In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.

- **Document Upload:** In this section, upload (1) the completed HHAP-4 Data Tables as an Excel file, (2) evidence of meeting the requirement to agendize the application at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.

- **Part I. Landscape Analysis:** In this section, answer the questions confirming that Tables 1, 2, and 3 have been completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

- **Part II. Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-4 Data Tables.

- **Part III. Narrative:** In this section, enter your responses from Part III of the HHAP-4 Local Homelessness Action Plan & Application Template.

- **Part IV. HHAP-4 Funding Plan Strategic Intent Narrative:** In this section, enter your responses from Tables 6 and 7 of the completed HHAP-4 Data Tables file, and answer the narrative questions.

- **Certification**: In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

I have reviewed the HHAP-4 statute, FAQs, and application template documents
Yes

I am a representative from an eligible CoC, Large City, and/or County
Yes

Applicant Information

List the eligible applicant(s) submitting this application for HHAP-4 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

Eligible Applicant(s) and Individual or Joint Designation
Individual

This application represents the individual application for HHAP-4 funding on behalf of the following eligible applicant jurisdiction(s):

Eligible Applicant Name
CA-607 Pasadena CoC

Administrative Entity Information

Funds awarded based on this application will be administered by the following Administrative Entity:

Administrative Entity
City of Pasadena

Contact Person
Diana Trejo

Title
Homeless Programs Coordinator

Contact Person Phone Number
(626) 744-8306

Contact Person Email
dtrejo@cityofpasadena.net

*Agreement to Participate in HDIS and HMIS

By submitting this application, we agree to participate in a statewide Homeless Data Integration System, and to enter individuals served by this funding into the local Homeless Management Information System, in accordance with local protocols.

Document Upload

Upload the completed [HHAP-4 Data Tables](#) (in .xlsx format), evidence of meeting the requirement to agendize the application at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

HHAP-4 Data Tables
HHAP-4 Data Tables_FINAL_2nd Resubmission.xlsx

Governing Body Meeting Agenda or Minutes
CoC Board Agenda_Meeting Minutes_11.09.22.pdf

Optional Supporting Documents
CoC-Board-Meeting-Presentation_11.9.22.pdf

Part I. Landscape Analysis of Needs, Demographics, and Funding

Table 1 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Table 2 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Table 3 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Part II. Outcome Goals and Strategies for Achieving Those Goals

Copy and paste your responses to Tables 4 and 5 from the HHAP-4 Data Tables into the form below. All outcome goals are for the period between July 1, 2022 and June 30, 2025.

Table 4: Outcome Goals

Name of CoC
CA-607 Pasadena CoC

1a. Reducing the number of persons experiencing homelessness.

Goal Statement
By the end of the performance period, HDIS data for the CA-607 Pasadena CoC will show 941 total people accessing services who are experiencing homelessness annually, representing 103 additional people and a 12% increase from the baseline.

Goal Narrative
Currently, Pasadena is working to strengthen pathways to permanent housing and increase overall supply of permanent housing to reduce the number of people experiencing homelessness in the CoC. While the housing inventory remained relatively flat between 2018-2021 (4% decrease), 30 new PSH beds came online in 2022, and two new voucher programs: an emergency housing vouchers program that will serve 109 additional households and a mainstream voucher program that will serve 75 In addition, two new site-based projects are in the pipeline: Heritage Square South, which will come online in December 2023 - January 2024 and have 69 PSH units, and the Salvation Army's HOPE Center, which will come online in August 2023 and have 65 units.

While we anticipate these efforts to reduce annual homelessness, CAL ICH baseline data for outcome goal 1a significantly undercounts of the number of people experiencing homelessness annually. While HHAP-4 baseline data for 2021 reported 838 people accessing services while experiencing homelessness, a separate CoC analysis estimated that 1,046 people experienced homelessness during 2021. The CAL ICH undercount is largely due to inconsistent entry of the "current living situation" data point that CAL ICH relies on for identifying people experiencing homelessness in street outreach (SO), coordinated entry (CE), and support service only (SSO) programs.

To help ensure this measure is more accurate going forward, our goal for 1a is to ensure SO, CES and SSO programs enter the current living situation for each service engagement. With these changes in place, we've set a goal of recording 941 people experiencing homelessness annually by June 2025. While this number is a 12% increase from 2021 CAL ICH baseline data, it represents a 10% decrease in the number of people we believe to have been homeless in our CoC in 2021 (1,046).

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
838	103	12%	941

Decrease/Increase in # of People
Increase

Optional Comments
CAL ICH's baseline data for outcome goal 1a significantly undercounts of the number of people

experiencing homelessness annually in our CoC. While HHAP-4 baseline data for 2021 reported 838 people accessing services when experiencing homelessness, a separate CoC analysis estimated that 1,046 people experienced homelessness during 2021. To help ensure this measure is more accurate going forward, our goal for 1a is to ensure SO, CES and SSO programs enter the current living situation for each service engagement. With these changes in place, we've set a goal of recording 941 people experiencing homelessness annually by June 2025. While this number is a 12% increase from 2021 CAL ICH baseline data, it represents a 10% decrease in the number of people we believe to have been homeless in our CoC in 2021 (1,046).

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:
Baseline data, combined with 2022 PIT count data, highlight four groups who experience homelessness at disproportionate rates. Reductions among these groups will be achieved by strengthening the emergency support system, enhancing pathways to permanent housing, reducing inflow, implementing a systems-level approach to homeless planning, and improving equity and respect in the CoC.

- Chronically Homeless (CH): while CAL ICH data does not track chronic homelessness, slightly more than half of the CoC's homeless population was experiencing chronic homelessness during the 2022 PIT(53%).

- Black People: Black people continue to be disproportionately represented among people experiencing homelessness in Pasadena. While they represented 10% of the City's population in 2020, they comprised 30% of those experiencing homelessness annually in 2021 (2020 ACS & 2021 CoC Annual Count Analysis).

- Latino/a/x People: Latinos comprise just under half (44%) of people experiencing homelessness compared to 33% of the general population, a disparity that has crept up by 15% since 2020 (prior to the pandemic) (2020 ACS & 2021 PIT).

Describe the trackable data goal(s) related to this Outcome Goal:
-10% decrease in people experiencing chronic homelessness annually*

-10% decrease in Black people experiencing homelessness annually*

-2% decrease in Latino/a/x people experiencing homelessness annually*

*Including all people experiencing homelessness (not just those with recorded current living situation), as measured by the CoC

1b. Reducing the number of persons experiencing homelessness on a daily basis

Goal Statement
By the end of the performance period, data for the CA-607 Pasadena CoC will show 260 total people experiencing unsheltered homelessness daily, representing 20 fewer people and a 7% reduction from the baseline.

Goal Narrative
To prioritize support for people experiencing unsheltered homelessness, Pasadena is working to

strengthen the emergency support system, including emergency shelters and street outreach. Specifically, the CoC is investigating options to expand shelter beds through new funding sources, particularly those with extended stays and case management services. In addition, the CoC is working to promote dignity and respect by ensuring safety, security, and cleanliness of shelters. Supporting these efforts to reduce unsheltered homelessness are efforts to enhance pathways to permanent housing, reduce inflow, implement a systems-level approach to homeless planning, and improve equity and respect in the CoC.

Baseline Data	Change in # of People	Change as % of Baseline	Target Daily Estimate of # of people experiencing unsheltered homelessness
280	20	7%	260

Decrease/Increase in # of People
Decrease

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:
2022 PIT data highlight two groups who experience homelessness at disproportionate rates:

- Veterans. While veterans comprise only 8% of people who were experiencing unsheltered homelessness during the 2022 PIT, 80% were unsheltered. Therefore, we have set an outcome goal specific to veterans for goal 1b. This goal will be achieved in part with the opening of our HOPE Center, a PSH project with 16 units set aside for veterans.

- Chronically Homeless. In addition, 59% of people experiencing chronic homelessness were unsheltered during the 2022 PIT, making this another priority population in addressing unsheltered homelessness. This goal will be achieved in part through our Built for Zero campaign, which works towards measurably ending chronic homelessness by strengthening data-driven systems and community-wide partnerships.

Describe the trackable data goal(s) related to this Outcome Goal:
- 50% decrease in veterans experiencing unsheltered homelessness

- 10% decrease in people experiencing unsheltered chronic homelessness

2. Reducing the number of persons who become newly homeless.

Goal Statement
By the end of the performance period, HDIS data for the CA-607 Pasadena CoC will show 293 total people become newly homeless each year, representing 3 fewer people and a 1% reduction from the baseline.

Goal Narrative
With the lifting of Pasadena's eviction moratorium, we expect the number of people experiencing homelessness for the first time to rise in 2022, but hope to see decreases in that number with the implementation of strategies and actions to address this rate starting in 2023. Reductions in first time homelessness will be achieved through focused efforts around reducing inflows into homelessness through

targeted prevention, diversion, and cross-systems collaboration. Specific strategies include offering legal services, including tenant rights education; promoting homelessness prevention through community-based partners; and collaboration with systems that intersect with homelessness. These strategies will be supported by systemwide efforts to increase the supply of affordable permanent housing through continued investment, maximizing existing supply, and identification of new funding sources.

Baseline Data 296	Change in # of People 3	Change as % of Baseline 1%	Target Annual Estimate of # of people who become newly homeless each year 293

Decrease/Increase in # of People
Decrease

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:
2022 PIT count data highlights three groups who experience first time homelessness at disproportionate rates:

- Black People: Disparities among people experiencing homelessness for the first time in Pasadena are most significant among Black people. While Black people represent 10% of the City's population, they comprise 33% of the population experiencing homelessness and 54% of those experiencing homelessness for the first time (2020 ACS & 2022 PIT).

- Seniors. While seniors (62+) represent 15% of the total population experiencing homelessness, they comprise 20% of those experiencing homelessness for the first time (2022 PIT).

- Transitional Aged Youth. Similarly, while TAY represent 6% of the total population experiencing homelessness, they comprise 12% of those experiencing homelessness (2022 PIT).

Describe the trackable data goal(s) related to this Outcome Goal:
- 10% decrease in Black people experiencing homelessness for the first time

- 10% decrease in seniors experiencing homelessness for the first time

- 10% decrease in TAY experiencing homelessness for the first time

3. Increasing the number of people exiting homelessness into permanent housing.

Goal Statement
By the end of the performance period, HDIS data for the CA-607 Pasadena CoC will show 120 total people exiting homelessness into permanent housing annually, representing 1 more person and a 1% increase from the baseline.

Goal Narrative

The CoC continues to focus on increasing the production of and access to permanent housing solutions through the expansion of permanent supportive housing and rapid rehousing programs that help people exit homelessness. Since the time of submitting our HHAP-3 application, we have learned that the state does not count exits to these programs in this outcome goal. Instead, only exits from the homeless services system are counted. Therefore, none of the work our CoC is doing to permanently housing people in PSH buildings or expanded RRH and other permanent housing programs will be counted towards this goal. Therefore, the outcome goal we have set for this is conservative--a 1% increase or one additional person.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
119	1	1%	120

Decrease/Increase in # of People
Increase

Optional Comments
The way the state is interpreting exits from homelessness to permanent housing for this goal is both disconnected from the way programs run and the way CoC data has historically been used by HUD. It also undermines the work we as CoC's are doing to move people in to PSH programs if the state deems these as illegitimate exits from homelessness.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:
Because the goal of CoC programs is to support people in exiting homelessness to permanent housing rather than exiting the system, we have not prioritized any populations for outcome goal three. Populations prioritized by the CoC in our CoC for exiting homelessness, including through rapid rehousing and permanent supportive housing, include:

- Chronically Homeless: Slightly more than half of the City's homeless population is experiencing chronic homelessness (53%), making this subpopulation a priority for exits to permanent housing (2022 PIT).

- Black People: In Pasadena, 34% of our unhoused residents identify as Black or African American despite only representing 8% of Pasadena's general population, demonstrating a significant racial disparity (2022 PIT).

- Latino/a/x comprise just under half (44%) of people experiencing homelessness compared to 33% of the general population, a disparity that has increased since 2020 before the pandemic (2022 PIT).

- Veterans: While veterans comprise a smaller proportion of the total homeless population, they are more likely to report higher rates of disabilities and health conditions overall, making them a priority subpopulation for exits to permanent housing (2022 PIT).

Describe the trackable data goal(s) related to this Outcome Goal:
- 40% increase in people experiencing chronic homelessness exiting to permanent housing

- 20% increase in Black people experiencing homelessness exiting to permanent housing*

- 10% increase in Latino/a/x people experiencing homelessness exiting to permanent housing*

- 100% increase in veterans experiencing homelessness exiting to permanent housing*

*All exits from homelessness (includes exits to RRH and PSH, as measured by the CoC

4. Reducing the length of time persons remain homeless.

4. Reducing the length of time persons remain homeless.

Goal Statement
By the end of the performance period, HDIS data for the CA-607 Pasadena CoC will show 242 days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing 101 more days and a 72% increase from the baseline.

Goal Narrative
HHAP-4 Baseline data for this goal was skewed by the accidental inclusion of large regional (SPA-3) RRH programs. Thus, the goal we have set for HHAP-4 is in line with HHAP-3 baseline data and HHAP-3 projections, hence the considerable increase (45% for HHAP-3 vs. 72% for HHAP-4). The length of time people remain homeless is one of Pasadena's most challenging goals due to factors outside of the CoC's control, including the limited housing supply and housing costs in the region rising faster than incomes. Our HHAP-3 goal incorporated turn-the-curve thinking, with the intention of slowing the rate of increase in LOT homeless through 2023, and reducing it by 2% year over year by 2024. Our HHAP-4 goal continues this 2% annual decrease into 2025, assuming the HHAP-3 baseline of 170 days.

Baseline Data	Change in # of Days	Change as % of Baseline	Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs
141	101	72%	242

Decrease/Increase in # of Days
Increase

Optional Comments
See description in narrative

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:
Baseline data, combined with PIT count data, highlight three groups who experience homelessness at disproportionate rates:

- Chronically Homeless: People experiencing chronic homelessness are inherently among those with the longest experience of homelessness in Pasadena, making this a priority group.

- Veterans: Baseline data revealed a 31% increase in LOT homeless among Veterans.

- Fleeing DV: Baseline data revealed a 35% increase in LOT homeless among people fleeing domestic violence.

Reductions in LOT homeless among these groups will be achieved by strengthening the emergency support system, enhancing pathways to permanent housing, reducing inflow to homelessness, improving systemwide performance, and the promotion of equity and respect across the homeless system of care.

Describe the trackable data goal(s) related to this Outcome Goal:
- 5% decrease in LOT homeless for people experiencing chronic homelessness*

- 5% decrease in LOT homeless for veterans*

- 5% decrease in LOT homeless for people fleeing DV*

*As compared to LOT homeless for CoC programs for 2021 (i.e., not including outside RRH programs that skewed 2022 data)

5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

Goal Statement
By the end of the performance period, HDIS data for the CA-607 Pasadena CoC will show 7% of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing a 13% percent decrease from the baseline.

Goal Narrative
As with Outcome Goal 3, Outcome Goal 5 only counts people who exit the homeless system of care. People who exited SO, ES, and TH to PSH or RRH and did not return to homelessness are not included. This is both disconnected from the way programs run and the way our data has historically been used by HUD. The impact is an inflated recidivism rate; while HHAP-4 baseline data estimated an 8% recidivism rate, HUD reported a 4% recidivism rate, which is considered a national standard for a high-performing community. Due to the disconnect with the way our CoC programs are intended to perform and with HUD recidivism rates, we have set a conservative goal of a 1 percentage point decrease by 2025.

Baseline Data	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness wihtin 2 years after having exited homelessness to permanent housing
8%	1%	13%	7%

Decrease/Increase in # of People

Decrease

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:
While baseline data does not include recidivism rates for people served by PSH and RRH programs, CoC analyses that included these programs found that recidivism rates are higher for Black and Latino/a/x people. As such, the CoC will focus on ensuring Black and Latino/a/x people achieve the same low recidivism rates as other groups exiting homelessness. Reductions in recidivism for Black and Latino/a/x people will be achieved by strengthening the emergency support system, enhancing pathways to permanent housing, reducing inflow to homelessness, improving systemwide performance, and the promotion of equity and respect across the homeless system of care.

Describe the trackable data goal(s) related to this Outcome Goal:
- 5% recidivism for Black and Latino/a/x people exiting homelessness*

*Recidivism for all program types, including RRH and PSH, as measured by the CoC

6. Increasing successful placements from street outreach.

Goal Statement
By the end of the performance period, HDIS data for the CA-607 Pasadena CoC will show 29 total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing 2 more people and a 5% increase from the baseline.

Goal Narrative
Over the last few years, street outreach programs in Pasadena have expanded and we anticipate this increasing the number of successful placements to emergency shelter and permanent housing destinations from street outreach. Supporting these efforts will be Pasadena's Build for Zero campaign, which works towards measurably ending chronic homelessness by strengthening data-driven systems to understand how people move through the system in real-time and community-wide partnerships.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.
27	2	5%	29

Decrease/Increase in # of People
Increase

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/or disproportionately impacted population(s) that your community

will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:
2022 PIT count data, highlight two groups who experience unsheltered homelessness at disproportionate rates:

- Chronically Homeless: Focus will be placed on people experiencing chronic homelessness due to their significant share of the unhoused population in Pasadena (53%) and their significant vulnerabilities.

- Latino/a/x: In addition, Pasadena will focus on positive exits from street outreach for Latinos experiencing homelessness, who have seen a 68% growth in size since 2017

Increases in street outreach placements for people experiencing chronic homelessness and Latino/a/x people will be achieved by strengthening the emergency support system, enhancing pathways to permanent housing, reducing inflow to homelessness, improving systemwide performance, and the promotion of equity and respect across the homeless system of care.

Describe the trackable data goal(s) related to this Outcome Goal:
- 10% increase in successful placements from street outreach for people experiencing chronic homelessness

- 10% increase in successful placements from street outreach for Latino/a/x people

Table 5: Strategies to Achieve Outcome Goals

Strategy 1

Type of Strategy
Increasing investments into, or otherwise scaling up, specific interventions or program types

Description
Strengthen the Emergency Support System
In Pasadena, people are experiencing homelessness for longer periods of time. The emergency support system plays a critical role in meeting people's basic needs until they find permanent housing. Strategies for this action area include:

- Response Coordination & Referrals. Develop a more accessible, transparent, and timely response coordination and referral system that connects people to emergency services while they work towards permanent housing.

- Emergency Shelter. With one-time funding for emergency shelter beds ending, initial focus could be placed on maintaining the current supply of emergency beds with a long-term goal of expanding the number of beds as more funding is made available. To improve trust and curtail the trauma of being unhoused, the CoC will also work to promote dignity and respect by ensuring safety, security, and cleanliness of shelters.

- Essential Services. Continue to fund essential services and investigate options to add a multi-service center.

- Street Outreach. Develop a better understanding of the role of street outreach in unsheltered homelessness.

Timeframe

June 2025

Entities with Lead Responsibilities
Pasadena CoC staff and board

Measurable Targets
- Decrease unsheltered homelessness by 7%
- Increase exits to permanent housing destinations (including PSH and RRH) by 10%*
- Reduce LOT homeless by 2% year over year by 2025**

*Including all people experiencing homelessness (not just those with recorded current living situation), as measured by the CoC

**As compared to LOT homeless for CoC programs for 2021 (i.e., not including outside RRH programs that skewed 2022 data)

Performance Measure(s) to Be Impacted (Check all that apply)
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 2

Type of Strategy
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements

Description
Enhance Pathways to Permanent Housing
Pathways to permanent housing must be strengthened to make meaningful progress in reducing homelessness and shorten the length of time people remain homeless.

- Support Regional Efforts to Improve CES. Support regional efforts to improve CES through collaboration with regional partners while simultaneously increasing education on and transparency of the system.

- Strengthen Support in Leasing Up. Provide more resources or assistance in getting people from the point of having received a voucher to moving into housing through additional resources to reduce housing discrimination and other challenges to leasing up in the private market.

- Strengthen and Expand Permanent Housing Programs. Prioritize and expand PSH, RRH and other long-term subsidy programs, ensure adequate supportive services in permanent housing programs, and expand support in moving on from PSH.

Timeframe
June 2025

Entities with Lead Responsibilities
Pasadena CoC staff and board

Measurable Targets
- Increase exits to permanent housing destinations (including PSH and RRH) by 10%*
- Reduce annual homelessness by 10%**

*All exits from homelessness (includes exits to RRH and PSH), as measured by the CoC
**Including all people experiencing homelessness (not just those with recorded current living situation), as measured by the CoC

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 3

Type of Strategy
Expanding and strengthening cross-system
partnerships and/or collaborative planning

Description
Reduce Inflow
Reduce inflow into homelessness through targeted prevention, diversion, and cross-systems collaboration. In particular, emphasis will be placed on engaging underserved and marginalized communities, particularly the Latino/a/x population. Specific strategies include:

- Offering legal services, including tenant rights education,
- Promoting homelessness prevention through community-based partners, and
- Collaboration with systems that intersect with homelessness.

Timeframe
June 2025

Entities with Lead Responsibilities
Pasadena CoC staff and prevention and diversion service providers

Measurable Targets
- Reduction of first time homeless by 5%
- Reduce recidivism by 1 percentage point*

*Recidivism for all program types, including RRH and PSH, as measured by the CoC

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 4

Type of Strategy
Building the capacity of homelessness response
system to utilize resources, implement best
practices, and/or achieve outcomes

Description
Improve systemwide performance by:

- Increasing the supply of permanent housing through continued investment, maximizing existing supply,
and identification of new funding sources

- Creating a targeted approach to reducing chronic homelessness through the Built for Zero effort,
increasing permanent housing placements, and reducing length of time homeless.

- Pursuing opportunities to expand mental health and substance use services through additional
supportive services, partnerships, and prescriptive contact language.

- Establishing shared metrics of success to guide community education and data-driven decision making.

- Increasing regional and cross-system alignment and coordination to address inflows, strengthen
support services, and streamline regional responses to homelessness.

Timeframe
June 2025

Entities with Lead Responsibilities
Pasadena CoC staff, committees, and board.

Measurable Targets
- 134 new units of site-based PSH by 2024
- Review system performance metrics on a quarterly basis
- Review grants expenditures on a quarterly basis

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent
housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately
impacted by homelessness.

Strategy 5

Type of Strategy
Other equity-focused strategies

Description
Promote equity and respect by:

- Responding to reports of unfair or discriminatory treatment through assessments and audits, additional
support around discrimination in the housing market, greater transparency in service delivery systems,

and training.

- Supporting client-centered, flexible models of care for housing and service provision to ensure interventions and assistance are tailored to meet the diverse and unique needs of participants.

- Review written policies and practices with an equity lens to identify areas for revision/improvement and develop prescriptive contract language.

- Ensure that people with lived experience play a leadership role in overseeing program and policymaking in the CoC.

- Racial disparity analyses conducted on a quarterly basis to inform strategies

Timeframe
June 2025

Entities with Lead Responsibilities
Pasadena CoC staff, committees, and board

Measurable Targets
- Review written policies and practices with an equity lens to identify areas for revision/improvement
- Address inflows through broader cross-system coordination with the justice, foster care, and education systems.
- Address reports of discrimination and challenges in obtaining scattered-site housing and retention of rapid-rehousing among people of color.
- Analyze system outcomes with an equity lens on a quarterly basis and address inequities

Performance Measure(s) to Be Impacted (Check all that apply)
4. Reducing the length of time persons remain homeless.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

*Click **+ Add Strategy** above to add additional strategies as needed.*

Part III. Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-4 Local Homelessness Action Plan & Application Template](#) into the form below.

Question 1

[50220.8(b)(3)(D)] My jurisdiction (e.g., City, County, CoC) collaborated with other overlapping jurisdictions to develop the strategies and goals related to HHAP-4

Q1
Other

Question 1 Response
The only jurisdiction the Pasadena CoC overlaps with is Los Angeles County. While we did not directly engage with the county to develop our HHAP-4 goals and strategies, we involved leadership from various system partners throughout the county and the Los Angeles CoC (LAHSA) in a targeted engagement process which informed our goals and strategies for HHAP-4 and will inform our CoC's finalized homelessness plan. Pasadena also participates in standing quarterly meetings with Los Angeles County and the three other CoCs (Los Angeles, Long Beach, and Glendale) to discuss various matters, including planning for new/deployment of existing funding sources (e.g. HHAP funding), sharing recommendations on how best to leverage funding to maximize the collective impact of state funding, federal CoC funds, regulatory changes, and administration of local Homeless Counts. 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

Question 2

[50220.8(b)(3)(D)] My jurisdiction (e.g., City, County, CoC) consulted with each of the following entities to determine how HHAP-4 funds would be used:

Public agencies (governmental entities)
Yes

Private sector partners (philanthropy, local businesses, CBOs, etc.)
Yes

Service providers (direct service providers, outreach, shelter providers, etc.)
Yes

Local governing boards
Yes

People with lived experience
Yes

Other
Yes

Other response
Healthcare & legal services system partners

a. Please describe your most notable coordination and collaborative processes with these entities.

The Pasadena CoC Board has representation across all the entities included above. The CoC Board collectively voted to approve the CoC's HHAP-4 funding plans on November 9th. CoC staff and Board members meet multiple times throughout the year to engage in budget/funding discussions based on the inventory of current, upcoming and expiring grants. Staff monitor the CoC's funding portfolio and identify programs that require sustained investments as well as programs that may be required to meet emerging needs or system gaps. CoC staff began putting together preliminary funding plans for HHAP-4 in late spring 2022 which were then presented to the Board for input and final approval.

Question 3

[50220.8(b)(3)(B) and 50220.8(b)(3)(E)] My jurisdiction (e.g., City, County, CoC) is partnering or plans to use **any round** of HHAP funding to increase partnership with:

People with lived experience
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Planned

Do HHAP Funds Support This Partnership?
Yes

Social services (CalFresh, Medi-cal, CalWORKs, SSI, VA Benefits, etc.)
Yes

Is this partnership formal or informal?
Informal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Justice entities
Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Workforce system
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Services for older adults
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Services for people with disabilities
Yes

Is this partnership formal or informal?

Informal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Child welfare system
Yes

Is this partnership formal or informal?
Informal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Education system
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Local Homeless Coordinated Entry System
Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Other (please specify)
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Other response
Healthcare and public health

---

a. Please describe your most notable partnership with these groups (e.g. MOUs, shared funding, data sharing agreements, service coordination, etc.)
The CoC undertook a robust and inclusive planning and community engagement process in the summer of 2022 whereby key system partners and stakeholders provided feedback on current system performance, opportunities for improvement and new or expanded collaborations to inform our homelessness plan. HHAP-3 funded a consultanting firm to lead the development of the plan and HHAP-4 will be used to carry out the strategies outlined in the plan. The CoC solicited solicited feedback from a broad array of organizations, including:
•   8 focus groups (chronically homeless, families, youth, older adults, BIPOC, Latinx/Spanish speakers, DV survivors, veterans) inclusive of 57 people with lived experience
•   7 listening sessions with service providers, CoC Board members, CoC committees (faith community & healthcare), and City commissions (Human Services, BIPOC groups)
•   9 targeted interviews with regional & system partners (LA CoC, education, healthcare, criminal justice, foster care, DPSS)
•   A community survey (216 responses received) focusing on system gaps & opportunities for improvement.

Intentional outreach ensured that feedback from underrepresented groups, (i.e. BIPOC & LGBTQ+ advocates) was included. Staff, providers & advocates also attended meetings to gather opinions outside

the CoC, including multidisciplinary workgroups.

The CoC has an MOU in place with our local education/training agency, Flintridge Center, to provide meaningful education, on-the-job training, internships, & employment opportunities to people with lived experience of homelessness. The CoC also recently executed an MOU with the Pasadena Unified School District's Office of Families in Transition to support collaborations and programs that serve PUSD families with school-aged children experiencing homelessness in accordance with the McKinney-Vento Act.

The Pasadena CoC has its own public health department located within our jurisdiction that we regularly coordinate with to promote cross-sector collaboration. The CoC funds the Pasadena Public Health Department (PPHD) to administer motel vouchers and expand access to emergency shelter resources which supports clients who are actively working with their multidisciplinary street outreach team and/or are enrolled in the navigation/drop-in center they operate for youth and older adults. The CoC has standing quarterly meetings with PPHD to discuss programmatic updates, availability of funding/resources, and opportunities for further collaboration. The CoC intentionally includes the public health department in funding discussions and systems/services gap analysis opportunities to build upon existing partnerships and inform decision making.

Question 4

[50220.8(b)(3)(B) and 50220.8(b)(3)(E)] My jurisdiction (e.g., City, County, CoC) is strengthening its **partnership, strategies, and resources** across:

Managed care plans and resources (such as the Housing and Homelessness Incentive Program [HHIP])
Yes
Data Sharing Agreement Established

Physical and behavioral health care systems and resources
Yes

Public health system and resources
Yes

a. Please describe your most notable coordination, planning, and/or sharing of data/information that is occurring within these partnerships.
The CoC participates in regular meetings with the local managed care plans specific to Housing and Homeless Incentive Program (HHIP) funding and provided formal letters of support to the California Department of Health Care Services for the investment plans submitted by L.A. Care, Health Net, Health Senior Care Action Network (SCAN), and AIDS Healthcare Foundation/Positive Healthcare California (AHF/PHC) in Los Angeles County.
The CoC had the opportunity to engage and collaborate with the health plans, provide input on the investment plan, and was able to review the investment plan prior to the submission to the state. Presentations on the HHIP program were given at the CoC Board and Healthcare committee meetings and a data sharing agreement is currently being developed with CoC input.

Similarly, the largest hospital within the CoC's jurisdiction (Huntington Hospital) has HMIS access and their hospital liaison and patient navigator staff are able to enter services and case notes within the system to improve coordination/communication between the healthcare and homeless services system. This data sharing partnership was a direct result of a request from the CoC's Healthcare committee to bridge the gaps between the two historically siloed systems.

Question 5

[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:

[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:
Disaggregating administrative data for use in decision making processes
Ensuring those with lived experience have a role in program design, strategy development, and oversight
Developing workgroups and hosting training related to advancing equity

a. Please describe the most notable specific actions the jurisdiction will take regarding equity for racial/ethnic/gender groups.
The CoC's Homelessness Plan community engagement process provided a platform for various stakeholders to identify opportunities to improve equity and ensure people receive equitable access to services and housing. Discrimination and unfair treatment were major themes throughout focus group discussions among people with lived experience. The CoC Board also recognizes structural and institutional racism's role in homelessness and aspires to improve equity in service provision and outcomes. As such, in spring 2023 the CoC will convene an equity-specific planning workgroup with subject matter experts and key stakeholders which will be charged with operationalizing the strategies outlined in the HHAP-4 application, which will support the equity-focused HHAP goal. Further, the CoC plans to establish a formal committee of people with lived experience of homelessness, especially people of color. The focus of this committee will include providing formal feedback and recommendations for improvement related to program and policy design, implementation, and evaluation of the CoC's system.

The CoC will also continue to conduct regular racial disparity analyses to identify and address potential inequities linked to changing trends in system-wide performance. These analyses include a comparison of the demographic composition of people experiencing homelessness with the City's population, an analysis of disparities among racial and ethnic groups in accessing services, and an analysis of outcomes in the homeless system, including exits to permanent housing and recidivism.

Question 6

[50220.8(b)(3)(G)] My jurisdiction (e.g., City, County, CoC) has specific strategies to prevent exits to homelessness from **institutional settings** in partnership with the following mainstream systems:

Physical and behavioral health care systems and managed care plan organizations
Yes, leveraging funding

Public health system
Yes, informal partnering

Criminal legal system and system for supporting re-entry from incarceration
Yes, leveraging funding

Child welfare system
Yes, leveraging funding

Affordable housing funders and providers
No

Income support programs

No

Education system
No

Workforce and employment systems
Yes, formal partnering
Yes, leveraging funding

Other (please specify)
Yes, informal partnering

Other response
Hospitals and healthcare institutions

a. Please describe the most notable specific actions the jurisdiction will take to prevent exits to homelessness from institutional settings
The CoC regularly collaborates with our upstream systems partners, including criminal justice agencies and law enforcement. The CoC supported the creation of a homeless services liaison position to assist the Police Department's HOPE team with the provision of street outreach, service linkages (including to the Coordinated Entry System, emergency shelter and permanent housing), and ongoing follow up with participants to divert people from the criminal justice system. The CoC also has an MOU with our local Foothill Workforce Development Board and our education/training agency, Flintridge Center, to provide meaningful education, on-the-job training, internships, & employment opportunities to people when they exit institutional settings to prevent exits to homelessness.

The CoC will continue to intentionally engage with key systems partners (i.e. DPSS, criminal justice system, healthcare/hospital providers, treatment centers, etc.) to make progress in preventing exits to homelessness from institutional settings and address any current gaps. CoC staff will seek to understand opportunities for collaboration, new or expanded partnerships, and best practices within various systems that intersect with homeless services to ensure people do not exit to homelessness from institutional settings. Various programs throughout Los Angeles County designed to prevent exits to homelessness from institutions impact the CoC as well, including system navigators for people who are currently incarcerated, bridge housing beds for the re-entry population and youth aging out of foster care. Finally, the CoC is evaluating if we have the capacity to pursue CalAIM funding in an effort to support crucial transitions from homelessness to housing from institutional settings.

Question 7

[50220.8(b)(3)(H)] Specific and quantifiable **systems improvements** that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.
Capacity building and workforce development opportunities for service providers are not currently being led by the CoC due to internal staff capacity; however, agencies within the CoC are leading these efforts. In 2022, the CoC partnered with the Los Angeles County Department of Public Health/Health Services & the Foothill Workforce Development Board to launch a mainstream benefits training series for local homeless service providers focused on substance use treatment, employment and Countywide Benefits Entitlement Services Team (CBEST) programs. These trainings will continue to be provided by the CoC on an annual basis to systemically provide up-to-date information on the availability of/changes to mainstream

resources.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.
Staff routinely meet with CoC-funded agencies one-on-one to provide technical assistance and data support to ensure programs are correctly entering data into HMIS. Throughout the year, the CoC's HMIS Administrator and a Program Coordinator run HMIS, HUD Annual Performance Reports (APRs) and System Performance Measures (SPM) reports to review data quality and work with providers to make updates or changes when warranted. The CoC's data quality practices include targeted HMIS training to new service providers and those who wish to have refresher training, reinforced timeliness of data entry, regularly scheduled technical assistance calls and a data staff person to field questions and troubleshoot. The CoC's data staff person conducts regular internal data quality audits for all CoC-funded programs in real time to ensure information is accurate/up-to-date and error rates remain low. Staff also participate in monthly Southern California Regional HMIS Collaborative check-in calls with Bitfocus, the CoC's HMIS vendor, to review system updates, collaborate and establish policies and procedures across the Southern California CoCs (Glendale, Los Angeles and Pasadena) based upon HUD Data Standards and best practices, and discuss opportunities for improvement. Bitfocus will also be building a custom dashboard which will have real time data to further understand how clients move through the system. The CoC will continue to take all of these actions to improve the delivery of housing and services to people experiencing/at-risk of homelessness.

Additionally, the CoC will focus on improving data quality by working with agencies to capture the current living situation of clients enrolled in programs, particularly street outreach programs. Currently CAL ICH baseline data for outcome goal 1a significantly undercounts of the number of people experiencing homelessness annually due to inconsistent entry of the "current living situation" data point which is used by CAL ICH to identify people experiencing homelessness in street outreach (SO), coordinated entry (CE), and support service only (SSO) programs. To help ensure this measure is more accurate going forward, our goal for is to ensure SO, CES and SSO programs enter the current living situation for each service engagement.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.
The CoC is committed to pooling and aligning funding for housing and services and completed a system-wide funding analysis to understand the current inventory of grant funding and programs that are being supported as well as gaps in current resources. This analysis informed the CoC's HHAP-4 spending plans and will inform the CoC's larger funding strategy as new opportunities arise and funding sources are introduced. The CoC continues to collaborate with the Pasadena Public Housing Authority (PHA) to support the administration of Mainstream and Emergency Housing Vouchers with federal ESG-CV funding. Further, the CoC will be working with the local managed care plans to explore opportunities to utilize HHIP funding to support local needs, including street psychiatry or other mobile street mental health / substance use disorder services.

(IV) Improving homeless point-in-time counts.
The CoC explores opportunities to enhance data quality and improve the overall implementation of the Point-in-Time (PIT) homeless count on an ongoing basis. Feedback from local stakeholders and volunteers is solicited each year to inform future counts and the CoC's methodology is revised as needed to ensure that all efforts are made to better count people experiencing homelessness. For the 2023 count, the CoC will be migrating our survey over to the Esri GIS platform to enable accurate geolocation of all surveys submitted and streamline data analysis.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

The CoC has a fully operationalized youth-specific CES complete with access points and the Next Step survey tool, which is only used for assessments within the youth population. The CoC's shared CES with the Los Angeles and Glendale CoCs, which is organized into three systems (Adults, Families, and Youth), has partnered with USC and UCLA to conduct a CES Triage Tool Research & Refinement (CESTTRR) project and is undergoing a multi-year systems refinement process with the goal of advancing racial equity and improving flow within the system by revising existing triage tools and processes across each subpopulation system. The findings and suggestions that come out of this research will also be applied to the Next Step tool to ensure it is revised to meet the specific needs of youth experiencing homelessness without furthering disparity.

Question 8

*Responses to these questions are for informational purposes only.

What **information, guidance, technical assistance, training, and/or alignment of resources and programs** should Cal ICH and other State Agencies prioritize to support jurisdictions in progressing towards their Outcome Goals, Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness, and/or would otherwise help strengthen local partnerships, coordination, planning, and progress toward preventing and ending homelessness?

Information, Guidance, and Technical Assistance
Technical assistance related to goal setting in underserved/disproportionately impacted populationsins
Technical assistance on implementing performance-based contracting
Trainings on topics of equity

Alignment of Resources and Programs

In the space below, please describe what Cal ICH and other State Agencies should prioritize related to alignment of resources and programs, strengthening partnerships and collaborations, or any other ways that State can support communities' progress:

Untitled
While the CoC appreciates Cal ICH's commitment to utilizing data in order to support the creation of system goals and strategies to make progress in specific areas, there is a disconnect between how the state is using this data compared to HUD and how the state is using the data to generate CoC baseline information. The state should provide programming specifications so CoCs are able to understand how the state is pulling the data and provide an opportunity to revise and resubmit data (like HUD does for System Performance Measure reporting) to ensure the information is as accurate as possible. Additionally, CoCs should be given an opportunity to provide feedback about how the state is defining certain outcome goals to ensure this is in alignment with how the work is being carried out on the ground.

The state can best support our CoC's progress towards reducing homelessness by prioritizing investments in a reliable, long-term funding source instead of multiple rounds of one-time funding so investments can be made in permanent housing programs. 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, 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. Without a sustainable long-term funding source for permanent housing, the CoC cannot create new permanent housing programs that ultimately end homelessness.

Part IV. Funding Plan Strategic Intent Narrative

Question 1

Eligibe Use 1

Eligible Use Category Intended to be Supported with HHAP-4
1. Rapid rehousing

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
38.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
0.00%

Activities to be Supported with HHAP-4
It is anticipated that HHAP-4 funding will be leveraged to sustain an existing rapid rehousing program for single adults, which is currently funded through local Measure H dollars (sales tax).

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
The CoC continues to focus on increasing access to permanent housing solutions through the expansion of permanent supportive housing and rapid rehousing programs as a means of increasing exits from homelessness. HHAP-4 funding will enable the CoC to continue providing housing for households with mid to low barriers in the face of reductions in local funding that currently support these activities.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
CoC staff and Board members meet multiple times throughout the year to engage in budget/funding discussions based on the inventory of current, upcoming and expiring grants. Staff monitor the CoC's funding portfolio and identify programs that require sustained investments as well as programs that are necessary to meet emerging needs or system gaps. The CoC has seen a reduction in our Measure H allocation for rapid rehousing and we are now looking to HHAP-4 as a funding source to sustain the program and the participants who are currently enrolled.

Eligibe Use 2

Eligible Use Category Intended to be Supported with HHAP-4
5. Systems support

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
20.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
0.00%

Activities to be Supported with HHAP-4
HHAP-4 funds will leverage federal CoC planning dollars to support staff in order to maintain the CoC's capacity to administer an equitable and comprehensive homeless services response system.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

As a city CoC, our small staff oversees and carries out the large majority of the planning activities for our homelessness response system. The HHAP-4 funding for systems support will support the ongoing growth of the CoC and enable staff to execute essential homelessness planning activities while accounting for the rapid expansion of federal, state and local funding for homeless services.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
The CoC reserves funding for systems support whenever it is deemed an eligible use to ensure we have the capacity to continue supporting essential cross-sector collaborative activities, improved data collection and program evaluation, addressing racial equity, and using system performance measures to inform local decision making processes. The CoC will leverage state CESH, HHAP and federal CoC planning funds to support these activities.

Eligibe Use 3

Eligible Use Category Intended to be Supported with HHAP-4
8. Interim sheltering (new and existing)

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
35.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
10.00%

Activities to be Supported with HHAP-4
HHAP-4 funds will be utilized for a youth-specific motel voucher program as well as motel vouchers for single adults experiencing homelessness. HHAP-4 will support the CoC's ability to continue providing non-congregate shelter (albeit on a smaller scale) to people who are unsheltered once federal emergency funding has expired.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
Increased funding during the pandemic allowed the CoC to invest heavily in emergency shelter programs, However, since the funding supporting the CoC's emergency shelter capacity have been one-time block grants, our CoC is coming to the end of a period with unprecedented shelter funding, despite the sustained need for these investments. HHAP-4 resources will enable the CoC to invest in the emergency shelter system despite anticipated reductions in other funding sources.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
CoC staff and Board members meet multiple times throughout the year to engage in budget/funding discussions based on the inventory of current, upcoming and expiring grants. Staff monitor the CoC's funding portfolio and identify programs that require sustained investments as well as programs that may be required to meet emerging needs or system gaps. The CoC's emergency shelter capacity has remained strong during the pandemic due to federal and state emergency funding and we've been able to maintain these services through state HEAP funding and ESG-CARES funding. During the next two years, the CoC will work to maintain the current supply of emergency beds through HHAP and local (Measure H) funding sources, with a long-term goal of expanding the number of beds as more funding is made available.

Table 7. Demonstrated Need

# of available shelter beds
199

# of people experiencing unsheltered homelessness in the homeless point-in-time count
280

Shelter vacancy rate (%) in the summer months
6.00%

Shelter vacancy rate (%) in the winter months
4.00%

% of exits from emergency shelters to permanent housing solutions
21.00%

Describe plan to connect residents to permanent housing.
The CoC is planning to use shelter funding for motel vouchers. While people are utilizing motel vouchers, housing navigators will continue to engage them in services, create a housing stability plan, and link or refer them to services and housing resources which meet their needs. The housing navigator will also provide ongoing targeted case management and supportive services such as housing, mental health, physical health and substance abuse supportive services, public benefits, educational and employment/vocational supports during this time. Central to this process is a focus on building up the individual's resources (internal and external) as they move towards permanent housing with individualized support.

Eligibe Use 4

Eligible Use Category Intended to be Supported with HHAP-4
10. Administrative (up to 7%)

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
7.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
0.00%

Activities to be Supported with HHAP-4
HHAP-4 funds will support costs related to the planning and execution of HHAP-4 activities, including general management and oversight of the grant/subrecipient contracts as well as reporting and invoice

processing.

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
HHAP-4 administrative funds will not directly address needs/gaps within the homelessness response system. However, three existing city staff (3 FTE) positions will be leveraged to carry out the HHAP grant administration responsibilities. The Housing Department staff and the Finance Department's grants accounting division are in ongoing communication to discuss potential planning issues, outstanding items, and overall grants management. Discussions and coordination surrounding the ongoing tasks related to grants administration occur at the staff and management level between the two departments on a daily basis.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
The CoC requests the full amount available for administrative costs across all of our grants to ensure adequate funding for project administrative costs related to the planning and execution of grant activities. Depending on the activities funded by the grant, administrative caps under 10% may not fully cover the CoC's admin expenses.

Question 2

Please describe how the planned investments of HHAP-4 resources and implementation of the activities to be supported will:

Help drive progress toward achievement of the Outcome Goals and Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness (as identified in Part II above):
Addressing the inequities among underserved populations and populations disproportionately impacted by homelessness will require a multi-sector approach with active cross-system collaboration that extends beyond the scope of HHAP-4. However, the CoC will utilize HHAP-4 funds to target rapid rehousing interventions to communities of color (i.e. Black and Latinx populations) to increase exits to permanent housing and reduce the number of people who experience homelessness annually (Goal #1a and Goal #3). The CoC's investments in emergency shelter will also primarily support people experiencing chronic homelessness, thereby decreasing the number of chronically homeless people who are unsheltered (Goal #1b).

Help address racial inequities and other inequities in the jurisdiction's homelessness response system:
HHAP-3 funds enabled the CoC to hire a consultant to develop a formal homelessness plan, which will serve as a guiding document for our jurisdiction's homelessness response. HHAP-4 funds will support the CoC in carrying out the strategies detailed in the plan to support our system-wide goals. In 2023, the CoC will convene an equity-specific planning workgroup with subject matter experts and key stakeholders which will be charged with operationalizing the strategies outlined in the HHAP-4 application, which will support the equity-focused HHAP goal. Further, the CoC plans to establish a formal committee of people with lived experience of homelessness, especially people of color. The focus of this committee will include providing formal feedback and recommendations for improvement related to program and policy design, implementation, and evaluation of the CoC's system.

Be aligned with health and behavioral health care strategies and resources, including resources of local Medi-Cal managed care plans:
The HHAP-4 system support dollars will fund CoC staff who are already working in partnership with Medi-Cal managed care plans related to the state HHIP dollars and data sharing. CoC staff funded with HHAP-4

will participate in regular meetings with the local managed care plans and continue to engage/collaborate with the health plans to determine how HHIP funds can best support our community's unique needs.

Support increased exits to permanent housing among people experiencing homelessness:
The CoC intends to prioritize HHAP-4 funding for rapid rehousing and non-congregate interim housing resources (motel vouchers), both of which will support increased exits to permanent housing. Just over a third (35%) of people who exit homelessness annually are housed through the CoC's permanent housing programs, which include permanent supportive housing (PSH), rapid rehousing (RRH), and other permanent housing. Rapid rehousing is generally best practice for households with mid to low barriers, therefore consideration will be made to triage high needs households who would benefit from longer-term support to permanent supportive housing to promote housing retention and long-term housing stability.

Motel vouchers have proven to be a valuable resource because of their ability to increase bed availability rapidly and offer flexibility with short to medium-term stays to best serve each client's unique and varying needs. During the pandemic, motel vouchers were instrumental in providing a safe, protective environment as well as a foundation for engagement and stabilization. Providers were able to leverage this foundation to get participants connected to necessary services, such as healthcare, while promoting a pathway to permanent housing. The CoC's data reveal that motel voucher programs offering extended stays and additional support services yield strong results. In 2021, 22% of people in year-round motel voucher, crisis and bridge housing programs exited to permanent housing compared to only 7% of people in congregate shelters.

Certification

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

Table 1. Landscape Analysis of Needs and Demographics		
	People Experiencing Homelessness	Source and Date Timeframe of Data
Population and Living Situations		
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	512	2022 PIT (2/22/22)
# of People Who are **Sheltered** (ES, TH, SH)	232	2022 PIT / HMIS (2/22/22)
# of People Who are **Unsheltered**	280	2022 PIT /Survey (2/22/22)
Household Composition		
# of Households **without Children**	426	2022 PIT (2/22/22)
# of Households with **At Least 1 Adult & 1 Child**	25	2022 PIT (2/22/22)
# of Households with **Only Children**	0	2022 PIT (2/22/22)
Sub-Populations and Other Characteristics		
# of Adults Who are Experiencing **Chronic Homelessness**	271	2022 PIT (2/22/22)
# of Adults Who are Experiencing **Significant Mental Illness**	182	2022 PIT (2/22/22)
# of Adults Who are Experiencing **Substance Abuse** Disorders	121	2022 PIT (2/22/22)
# of Adults Who are **Veterans**	28	2022 PIT (2/22/22)
# of Adults with **HIV/AIDS**	19	2022 PIT (2/22/22)
# of Adults Who are **Survivors of Domestic Violence**	130	2022 PIT (2/22/22)
# of **Unaccompanied Youth (under 25)**	23	2022 PIT (2/22/22)
# of **Parenting Youth (under 25)**	9	2022 PIT (2/22/22)
# of People Who are **Children of Parenting Youth**	10	2022 PIT (2/22/22)
Gender Demographics		
# of **Women/Girls**	160	2022 PIT (2/22/22)
# of **Men/Boys**	348	2022 PIT (2/22/22)
# of People Who are **Transgender**	2	2022 PIT (2/22/22)
# of People Who are **Gender Non-Conforming**	3	2022 PIT (2/22/22)
Ethnicity and Race Demographics		
# of People Who are **Hispanic/Latino**	223	2022 PIT (2/22/22)
# of People Who are **Non-Hispanic/Non-Latino**	289	2022 PIT (2/22/22)
# of People Who are **Black or African American**	172	2022 PIT (2/22/22)
# of People Who are **Asian**	9	2022 PIT (2/22/22)
# of People Who are **American Indian or Alaska Native**	22	2022 PIT (2/22/22)
# of People Who are **Native Hawaiian or Other Pacific Islander**	4	2022 PIT (2/22/22)
# of People Who are **White**	249	2022 PIT (2/22/22)
# of People Who are **Multiple Races**	13	2022 PIT (2/22/22)

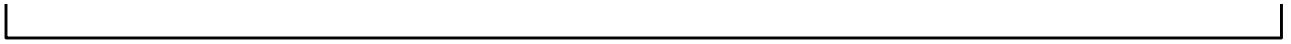*If data is not available, please input N/A in the cell and explain why the data is not available below:

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Diversion Services and Assistance (DIV)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Other: Coordinated Entry	Source(s) and Timeframe of Data
Household Composition									
# of Households **without Children**	270	65	7	267	192	42	206	234	Source: HMIS, Timeframe: Served in 2021
# of Households with **At Least 1 Adult & 1 Child**	49	15	21	21	6	22	0	4	Source: HMIS, Timeframe: Served in 2021
# of Households with **Only Children**	0	0	0	0	0	0	0	0	Source: HMIS, Timeframe: Served in 2021
Sub-Populations and Other Characteristics									
# of Adults Who are Experiencing **Chronic Homelessness**	185	68	0	172	19	2	126	151	Source: HMIS, Timeframe: Served in 2021
# of Adults Who are Experiencing **Significant Mental Illness**	203	63	1	160	22	7	101	111	Source: HMIS, Timeframe: Served in 2021
# of Adults Who are Experiencing **Substance Abuse** Disorders	74	18	0	82	7	6	58	59	Source: HMIS, Timeframe: Served in 2021
# of Adults Who are **Veterans**	6	1	0	8	1	3	9	12	Source: HMIS, Timeframe: Served in 2021
# of Adults with **HIV/AIDS**	5	4	0	14	1	0	4	1	Source: HMIS, Timeframe: Served in 2021
# of Adults Who are **Survivors of Domestic Violence**	84	34	10	72	61	16	37	67	Source: HMIS, Timeframe: Served in 2021
# of **Unaccompanied Youth (under 25)**	6	11	2	21	34	1	2	8	Source: HMIS, Timeframe: Served in 2021
# of **Parenting Youth (under 25)**	0	4	4	5	0	1	0	3	Source: HMIS, Timeframe: Served in 2021
# of People Who are **Children of Parenting Youth**	0	5	4	6	0	1	0	5	Source: HMIS, Timeframe: Served in 2021
Gender Demographics									
# of **Women/Girls**	194	54	50	131	106	65	66	104	Source: HMIS, Timeframe: Served in 2021
# of **Men/Boys**	221	60	18	201	75	43	139	133	Source: HMIS, Timeframe: Served in 2021
# of People Who are **Transgender**	1	0	0	6	1	0	2	0	Source: HMIS, Timeframe: Served in 2021
# of People Who are **Gender Non-Conforming**	0	0	0	0	0	0	0	0	Source: HMIS, Timeframe: Served in 2021
Ethnicity and Race Demographics									
# of People Who are **Hispanic/Latino**	115	39	46	127	93	32	45	94	Source: HMIS, Timeframe: Served in 2021
# of People Who are **Non-Hispanic/Non-Latino**	285	75	21	211	78	76	162	144	Source: HMIS, Timeframe: Served in 2021
# of People Who are **Black or African American**	163	45	22	116	56	50	96	59	Source: HMIS, Timeframe: Served in 2021
# of People Who are **Asian**	6	1	0	9	1	2	2	3	Source: HMIS, Timeframe: Served in 2021
# of People Who are **American Indian or Alaska Native**	2	3	1	12	12	0	5	5	Source: HMIS, Timeframe: Served in 2021
# of People Who are **Native Hawaiian or Other Pacific Islander**	4	1	5	2	2	1	0	1	Source: HMIS, Timeframe: Served in 2021
# of People Who are **White**	211	60	29	190	69	52	94	166	Source: HMIS, Timeframe: Served in 2021
# of People Who are **Multiple Races**	11	3	1	7	4	1	7	4	Source: HMIS, Timeframe: Served in 2021

Table 2. Landscape Analysis of People Being Served

*If data is not available, please input N/A in the cell and explain why the data is not available below:

Table 3. Landscape Analysis of State, Federal and Local Funding

Funding Program (choose from drop down options)	Fiscal Year (select all that apply)	Total Amount Invested into Homelessness Interventions	# of Vouchers (if applicable)	Funding Source*	Intervention Types Supported with Funding (select all that apply)	Brief Description of Programming and Services Provided	Populations Served (please "x" the appropriate population[s])
Community Development Block Grant - CV (CDBG-CV) - via HUD	FY 2021-2022	$ 127,700.00		Federal Agency	Diversion and Homelessness Prevention	Funds support an emergency rental assistance program which pays up to 6 months of back rent and/or future rent for rental assistance participants currently in the eviction process.	ALL PEOPLE EXPERIENCING HOMELESSNESS — TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness** / Veterans / Parenting Youth; People Exp **Severe Mental Illness** / People Exp **HIV/ AIDS** / Children of Parenting Youth; People Exp **Substance Abuse Disorders** / Unaccompanied Youth X / Other **(low income renters)**
	FY 2022-2023	$ 127,700.00					
	FY 2023-2024	$ 127,700.00					
	FY 2024-2025	$ 127,700.00					
Continuum of Care Program (CoC) - via HUD	FY 2021-2022	$ 4,143,148.00		Federal Agency	Systems Support Activities / Outreach and Engagement	This is competitive funding that is awarded on an annual basis which supports permanent supportive housing, rapid rehousing, CES, and HMIS projects as well as system planning and administrative activities. Funding awards are subject to change based on final HUD awards.	X ALL PEOPLE EXPERIENCING HOMELESSNESS — TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness** / Veterans / Parenting Youth; People Exp **Severe Mental Illness** / People Exp **HIV/ AIDS** / Children of Parenting Youth; People Exp **Substance Abuse Disorders** / Unaccompanied Youth / Other (please enter here)
	FY 2022-2023	$ 4,434,196.00			Administrative Activities		
	FY 2023-2024	Estimated $4,434,196			Rental Assistance/Rapid Rehousing		
	FY 2024-2025	Estimated $4,434,196			Permanent Supportive and Service-Enriched Housing		
Emergency Housing Vouchers (EHVs) - via HUD	FY 2021-2022	$ 1,870,448.00	109	Federal Agency	Rental Assistance/Rapid Rehousing	Funds support rental assistance, landlord incentives, and 1.0 FTE Housing Liaison. This program funds a set number of vouchers that will remain constant each fiscal year.	X ALL PEOPLE EXPERIENCING HOMELESSNESS — TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness** / Veterans / Parenting Youth; People Exp **Severe Mental Illness** / People Exp **HIV/ AIDS** / Children of Parenting Youth; People Exp **Substance Abuse Disorders** / Unaccompanied Youth / Other (please enter here)
	FY 2022-2023	See above	See above				
	FY 2023-2024	See above	See above				
	FY 2024-2025	See above	See above				
Emergency Solutions Grants - CV (ESG-CV) - via HUD	FY 2021-2022	$ 1,644,418.00		Federal Agency	Interim Housing/Congregate/Non-Congregate Shelter	Funds support various programs that serve people experiencing homelessness, including an innovative rapid rehousing program paired with Mainstream HCV voucher, motel vouchers (non-congregate shelter), street outreach and mobile shower services. Funding expires 9/30/2023.	X ALL PEOPLE EXPERIENCING HOMELESSNESS — TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness** / Veterans / Parenting Youth; People Exp **Severe Mental Illness** / People Exp **HIV/ AIDS** / Children of Parenting Youth; People Exp **Substance Abuse Disorders** / Unaccompanied Youth / Other (please enter here)
	FY 2022-2023	$ 587,500.00			Rental Assistance/Rapid Rehousing		
		$ -			Outreach and Engagement		
		$ -			Administrative Activities		
Emergency Solutions Grants (ESG) - via HUD	FY 2021-2022	$ 178,688.00		Federal Agency	Interim Housing/Congregate/Non-Congregate Shelter	Funds support homelessness prevention, street outreach and weather-activated motel voucher (non-congregate shelter) programs. The CoC receives a non-competitive direct allocation from HUD each fiscal year.	X ALL PEOPLE EXPERIENCING HOMELESSNESS — TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness** / Veterans / Parenting Youth; People Exp **Severe Mental Illness** / People Exp **HIV/ AIDS** / Children of Parenting Youth; People Exp **Substance Abuse Disorders** / Unaccompanied Youth / Other (please enter here)
	FY 2022-2023	$ 180,376.00			Diversion and Homelessness Prevention		
	FY 2023-2024	Estimated $180,376			Outreach and Engagement		
	FY 2024-2025	Estimated $180,376			Administrative Activities		
Family Homelessness Challenge Grants - via Cal ICH	FY 2022-2023	$ 161,053.00		State Agency	Diversion and Homelessness Prevention	Funds support rental assistance and case management/housing retention staff for an estimated 180 families through 6/30/2026.	ALL PEOPLE EXPERIENCING HOMELESSNESS — TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness** / Veterans / Parenting Youth; People Exp **Severe Mental Illness** / People Exp **HIV/ AIDS** / Children of Parenting Youth; People Exp **Substance Abuse Disorders** / Unaccompanied Youth X / Other **(families with minor children)**
	FY 2023-2024	$ 161,053.00			Administrative Activities		
	FY 2024-2025	$ 161,053.00					
		$ -					
HOME - American Rescue Plan Program (HOME-ARP) - via HUD	FY 2021-2022	$ 370,000.00		Federal Agency	Diversion and Homelessness Prevention	Funds support short-term rental assistance up to 24 months for low-income tenants at risk of falling into homelessness.	ALL PEOPLE EXPERIENCING HOMELESSNESS — TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness** / Veterans / Parenting Youth; People Exp **Severe Mental Illness** / People Exp **HIV/ AIDS** / Children of Parenting Youth; People Exp **Substance Abuse Disorders** / Unaccompanied Youth X / Other **(low income renters)**
	FY 2022-2023	$ 370,000.00					
	FY 2023-2024	$ 370,000.00					
	FY 2024-2025	$ 370,000.00					
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	$ 346,855.00			Systems Support Activities / Rental Assistance/Rapid Rehousing	Rounds 1, 2 and 3 of state HHAP funding for various programs, including homelessness	ALL PEOPLE EXPERIENCING HOMELESSNESS — People Exp **Chronic Homelessness** / Veterans / Parenting Youth
	FY 2022-2023	$ 438,123.00			Administrative Activities		

Funding Source	FY	Amount	Count	Agency	Activity	Admin	Description	Pop	Category	Targeted Populations				
CoC/CH (cut off)	FY 2023-2024	$ 350,756.00		State Agency	Interim Housing/Congregate/Non-Congregate Shelter		prevention, housing location, motel vouchers (non-congregate shelter), homelessness plan activities and administrative costs.	X	EXPERIENCING HOMELESSNESS	People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
	FY 2024-2025	$ 312,570.00			Diversion and Homelessness Prevention					People Exp **Substance Abuse Disorders**		Unaccompanied Youth X		Other **(people at risk of falling into homelessness)**
Housing Choice Vouchers (HCVs) via HUD	FY 2021-2022	$ 1,500,000.00	163	Federal Agency	Rental Assistance/Rapid Rehousing		Funds support the following project-based Section 8 vouchers annually: - Centennial Place (144 SRO units), PSH for single adults - Marv's Place (19 one & two bedroom units), PSH for families This is a set number of vouchers that will remain constant each fiscal year.		ALL PEOPLE EXPERIENCING HOMELESSNESS	X People Exp **Chronic Homelessness**		Veterans		Parenting Youth
	FY 2022-2023	See above	See above							People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
	FY 2023-2024	See above	See above							People Exp **Substance Abuse Disorders**		Unaccompanied Youth X		Other **(Families with minor children)**
	FY 2024-2025	See above	See above											
HUD-VA Supportive Housing Program Vouchers (HUD-VASH) - via HUD	FY 2021-2022	$ 45,000.00	32	Federal Agency	Rental Assistance/Rapid Rehousing		Funds support 32 VASH vouchers for veterans experiencing homelessness annually. This is a set number of vouchers that will remain constant each fiscal year.		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness**		Veterans X		Parenting Youth
	FY 2022-2023	See above	See above							People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
	FY 2023-2024	See above	See above							People Exp **Substance Abuse Disorders**		Unaccompanied Youth		Other (*please enter here*)
	FY 2024-2025	See above	See above											
Local General Fund	FY 2021-2022	$ 80,000.00		Local Agency	Outreach and Engagement		Funds support 2.0 FTE homeless service liaisons providing street outreach, service linkages and follow up services with the city's Police Department (HOPE) outreach team.		ALL PEOPLE EXPERIENCING HOMELESSNESS	X People Exp **Chronic Homelessness**		Veterans		Parenting Youth
	FY 2022-2023	$ 199,000.00								X People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
	FY 2023-2024	$ 199,000.00								X People Exp **Substance Abuse Disorders**		Unaccompanied Youth		Other (*please enter here*)
	FY 2024-2025	$ 199,000.00												
Other (enter funding source under dotted line) **HUD Mainstream Vouchers**	FY 2021-2022	$ 900,900.00	75	Federal Agency	Rental Assistance/Rapid Rehousing		Funds support 75 rental vouchers for people with disabilities under age 62. This is a set number of vouchers that will remain constant each fiscal year.		ALL PEOPLE EXPERIENCING HOMELESSNESS	X People Exp **Chronic Homelessness**		Veterans		Parenting Youth
	FY 2022-2023	See above	See above							X People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
	FY 2023-2024	See above	See above							X People Exp **Substance Abuse Disorders**		Unaccompanied Youth X		Other **(Persons under 62 with disabilities)**
	FY 2024-2025	See above	See above											
Other (enter funding source under dotted line) **California Emergency Solution and Housing (CESH) 2018**	FY 2021-2022	$ 118,098.00		State Agency	Diversion and Homelessness Prevention		Funds support an eviction prevention legal services program for people at risk of falling into homelessness.		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness**		Veterans		Parenting Youth
	FY 2022-2023	See above								People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
		$ -								People Exp **Substance Abuse Disorders**		Unaccompanied Youth X		Other **(people at risk of falling into homelessness)**
		$ -												
Other (enter funding source under dotted line) **California Emergency Solution and Housing (CESH) 2019**	FY 2021-2022	$ 146,862.00		State Agency	Outreach and Engagement		Funds support essential street outreach and engagement services for people experiencing unsheltered homelessness and CoC staff who carry out homelessness planning activities.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness**		Veterans		Parenting Youth
	FY 2022-2023	$ 146,862.00			Systems Support Activities					People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
	FY 2023-2024	$ 62,941.00			Administrative Activities					People Exp **Substance Abuse Disorders**		Unaccompanied Youth		Other (*please enter here*)
	FY 2024-2025	$ 62,941.00												
Other (enter funding source under dotted line) **Measure H**	FY 2021-2022	$ 765,467.00		Local Agency	Interim Housing/Congregate/Non-Congregate Shelter	Administrative Activities	Funds support various programs that serve people experiencing homelessness, including emergency shelter (motel vouchers), rapid rehousing, housing navigation/location and homelessness prevention activities. Funds also support 1.0 FTE Housing Retention specialist.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness**		Veterans		Parenting Youth
	FY 2022-2023	$ 504,064.00			Rental Assistance/Rapid Rehousing					People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
	FY 2023-2024	Estimated $504,064			Outreach and Engagement					People Exp **Substance Abuse Disorders**		Unaccompanied Youth X		Other **(people at risk of falling into homelessness)**
	FY 2024-2025	Estimated $504,064			Diversion and Homelessness Prevention									
Other (enter funding source under dotted line)	FY 2021-2022	$ 4,523,849.00			Permanent Supportive and Service-Enriched Housing		**Heritage Square South**: construction of 68-unit PSH project for chronically homeless seniors. Anticipated completion of December 2023 **Salvation Army Hope Center**:		ALL PEOPLE	X People Exp **Chronic Homelessness**	X	Veterans		Parenting Youth
	FY 2022-2023	$ -								People Exp **Severe Mental Illness**		People Exp **HIV/ AIDS**		Children of Parenting Youth
	FY 2023-2024	$ -												

										TARGETED POPULATIONS		
Local Inclusionary Fund	FY 2024-2025	$ -		Local Agency			construction of 66-unit permanent supportive housing project for chronically homeless individuals (including veterans). Anticipated completion of May 2023. **2322 E. Foothill: renovation** of 6-unit project for youth	**EXPERIENCING HOMELESSNESS**	People Exp **Substance Abuse Disorders**	X	Unaccompanied Youth X	Other **(Seniors)**
Other (enter funding source under dotted line)	FY 2021-2022	$ 3,000,000.00			Permanent Supportive and Service-Enriched Housing		**Heritage Square South:** construction of 68-unit PSH project for chronically homeless seniors. Estimated completion - December 2023 **Salvation Army Hope Center:** construction of 66-unit PSH project for chronically homeless individuals (including veterans). Estimated completion May 2023	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	X People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	X Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth X	Parenting Youth / Children of Parenting Youth / Other **(Seniors)**	
	FY 2022-2023	$ 1,056,000.00										
		$ -		Local Agency								
Local Housing Successor Fund		$ -										

* NOTE: Private funder(s) option here could include philanthropy, resources from managed care plans organizations, corporate funders, or other private sources of funding

Table 4. Outcome Goals

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.

Goal Statement:
By the end of the performance period, HDIS data for the **CA-607 Pasadena CoC** will show **941** total people accessing services who are experiencing homelessness annually, representing **103 additional** people and a **12% increase** from the baseline.

Goal Narrative:
Currently, Pasadena is working to strengthen pathways to permanent housing and increase overall supply of permanent housing to reduce the number of people experiencing homelessness in the CoC. While the housing inventory remained relatively flat between 2018-2021 (4% decrease), 30 new PSH beds came online in 2022, and two new voucher programs: an emergency housing vouchers program that will serve 109 additional households and a mainstream voucher program that will serve 75 In addition, two new site-based projects are in the pipeline: Heritage Square South, which will come online in December 2023 - January 2024 and have 69 PSH units, and the Salvation Army's HOPE Center, which will come online in August 2023 and have 65 units.

While we anticipate these efforts to reduce annual homelessness, CAL ICH baseline data for outcome goal 1a significantly undercounts of the number of people experiencing homelessness annually. While HHAP-4 baseline data for 2021 reported 838 people accessing services while experiencing homelessness, a separate CoC analysis estimated that 1,046 people experienced homelessness during 2021. The CAL ICH undercount is largely due to inconsistent entry of the "current living situation" data point that CAL ICH relies on for identifying people experiencing homelessness in street outreach (SO), coordinated entry (CE), and support service only (SSO) programs.

To help ensure this measure is more accurate going forward, our goal for 1a is to ensure SO, CES and SSO programs enter the current living situation for each service engagement. With these changes in place, we've set a goal of recording 941 people experiencing homelessness annually by June 2025. While this number is a 12% increase from 2021 CAL ICH baseline data, it represents a 10% decrease in the number of people we believe to have been homeless in our CoC in 2021 (1,046).

Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	**Change as % of Baseline**	**Target Annual Estimate of # of people accessing services who are experiencing homelessness**
838	103 additional people	12% increase	941 people

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
Baseline data, combined with 2022 PIT count data, highlight four groups who experience homelessness at disproportionate rates. Reductions among these groups will be achieved by strengthening the emergency support system, enhancing pathways to permanent housing, reducing inflow, implementing a systems-level approach to homeless planning, and improving equity and respect in the CoC.	
Chronically Homeless (CH): while CAL ICH data does not track chronic homelessness, slightly more than half of the CoC's homeless population was experiencing chronic homelessness during the 2022 PIT(53%).	**10% decrease in** people experiencing **chronic homelessness** annually*
Black People: Black people continue to be disproportionately represented among people experiencing homelessness in Pasadena. While they represented 10% of the City's population in 2020, they comprised 30% of those experiencing homelessness annually in 2021 (2020 ACS & 2021 CoC Annual Count Analysis).	**10% decrease in Black people** experiencing homelessness annually*
Latino/a/x People: Latinos comprise just under half (44%) of people experiencing homelessness compared to 33% of the general population, a disparity that has crept up by 15% since 2020 (prior to the pandemic) (2020 ACS & 2021 PIT).	**2% decrease in Latino/a/x people** experiencing homelessness annually* ***Including all people experiencing homelessness (not just those with recorded current living situation), as measured by the CoC**

Outcome Goal #1b. Reducing the number of persons experiencing unsheltered homelessness on a daily basis.

Goal Statement:
By the end of the performance period, data for the **CA-607 Pasadena CoC** will show **260** total people experiencing unsheltered homelessness daily, representing **20 fewer** people and a **7% reduction** from the baseline.

Goal Narrative:
To prioritize support for people experiencing unsheltered homelessness, Pasadena is working to strengthen the emergency support system, including emergency shelters and street outreach. Specifically, the CoC is investigating options to expand shelter beds through new funding sources, particularly those with extended stays and case management services. In addition, the CoC is working to promote dignity and respect by ensuring safety, security, and cleanliness of shelters. Supporting these efforts to reduce unsheltered homelessness are efforts to enhance pathways to permanent housing, reduce inflow, implement a systems-level approach to homeless planning, and improve equity and respect in the CoC.

Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	**Change as % of Baseline**	**Target Daily Estimate of # of people experiencing unsheltered homelessness**
280	20 fewer people	7% decrease	260 people

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
2022 PIT data highlight two groups who experience homelessness at disproportionate rates:	
Veterans. While veterans comprise only 8% of people who were experiencing unsheltered homelessness during the 2022 PIT, 80% were unsheltered. Therefore, we have set an outcome goal specific to veterans for goal 1b. This goal will be achieved in part with the opening of our HOPE Center, a PSH project with 16 units set aside for veterans.	**50% decrease in veterans** experiencing unsheltered homelessness
Chronically Homeless. In addition, 59% of people experiencing chronic homelessness were unsheltered during the 2022 PIT, making this another priority population in addressing unsheltered homelessness. This goal will be achieved in part through our Built for Zero campaign, which works towards measurably ending chronic homelessness by strengthening data-driven systems and community-wide partnerships.	**10% decrease in** people experiencing unsheltered **chronic homelessness**

Outcome Goal #2. Reducing the number of persons who become newly homeless.

Goal Statement:
By the end of the performance period, HDIS data for the **CA-607 Pasadena CoC** will show **293** total people become newly homeless each year, representing **3 fewer** people and a **1% reduction** from the baseline.

Goal Narrative:
With the lifting of Pasadena's eviction moratorium, we expect the number of people experiencing homelessness for the first time to rise in 2022, but hope to see decreases in that number with the implementation of strategies and actions to address this rate starting in 2023. Reductions in first time homelessness will be achieved through focused efforts around reducing inflows into homelessness through targeted prevention, diversion, and cross-systems collaboration. Specific strategies include offering legal services, including tenant rights education; promoting homelessness prevention through community-based partners; and collaboration with systems that intersect with homelessness. These strategies will be supported by systemwide efforts to increase the supply of affordable permanent housing through continued investment, maximizing existing supply, and identification of new funding sources.

Baseline Data: Annual Estimate of # of people who become newly homeless each year	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
296	3 fewer people	1% decrease	293 people

Describe Your Related Goals for	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	**Describe the trackable data goal(s) related to this Outcome Goal:** *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
2022 PIT count data highlights three groups who experience first time homelessness at disproportionate rates: **Black People:** Disparities among people experiencing homelessness for the first time in Pasadena are most significant among Black people. While Black people represent 10% of the City's population, they comprise 33% of the population experiencing homelessness and 54% of those experiencing homelessness for the first time (2020 ACS & 2022 PIT). **Seniors.** While seniors (62+) represent 15% of the total population experiencing homelessness, they comprise 20% of those experiencing homelessness for the first time (2022 PIT). **Transitional Aged Youth.** Similarly, while TAY represent 6% of the total population experiencing homelessness, they comprise 12% of those experiencing homelessness (2022 PIT).	**10% decrease in Black people** experiencing homelessness for the first time **10% decrease in seniors** experiencing homelessness for the first time **10% decrease in TAY** experiencing homelessness for the first time

Outcome Goal #3. Increasing the number of people exiting homelessness into permanent housing.

Goal Statement:
By the end of the performance period, HDIS data for the **CA-607 Pasadena CoC** will show 120 total people exiting homelessness into permanent housing annually, representing **1 more person** and a **1% increase** from the baseline.

Goal Narrative:
The CoC continues to focus on increasing the production of and access to permanent housing solutions through the expansion of permanent supportive housing and rapid rehousing programs that help people exit homelessness. Since the time of submitting our HHAP-3 application, we have learned that the state does not count exits to these programs in this outcome goal. Instead, only exits from the homeless services system are counted. Therefore, none of the work our CoC is doing to permanently housing people in PSH buildings or expanded RRH and other permanent housing programs will be counted towards this goal. This is both disconnected from the way programs run and the way our data has historically been used by HUD. It also undermines the work we as CoC's are doing to move people in to PSH programs if the state deems these as illegitimate exits from homelessness. Therefore, the outcome goal we have set for this is conservative--a 1% increase or one additional person.

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
119	1 more person	1% increase	120 people

Describe Your Related Goals for	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	**Describe the trackable data goal(s) related to this Outcome Goal:** *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
Because the goal of CoC programs is to support people in exiting homelessness to permanent housing rather than exiting the system, we have not prioritized any populations for outcome goal three. Populations prioritized by the CoC in our CoC for exiting homelessness, including through rapid rehousing and permanent supportive housing, include: **Chronically Homeless:** Slightly more than half of the City's homeless population is experiencing chronic homelessness (53%), making this subpopulation a priority for exits to permanent housing (2022 PIT). **Black People**: In Pasadena, 34% of our unhoused residents identify as Black or African American despite only representing 8% of Pasadena's general population, demonstrating a significant racial disparity (2022 PIT). **Latino/a/x** comprise just under half (44%) of people experiencing homelessness compared to 33% of the general population, a disparity that has increased since 2020 before the pandemic (2022 PIT). **Veterans**: While veterans comprise a smaller proportion of the total homeless population, they are more likely to report higher rates of disabilities and health conditions overall, making them a priority subpopulation for exits to permanent housing (2022 PIT).	**40% increase in people experiencing chronic homelessness** exiting to permanent housing **20% increase in Black people** experiencing homelessness exiting to permanent housing* **10% increase in Latino/a/x people** experiencing homelessness exiting to permanent housing* **100% increase in veterans** experiencing homelessness exiting to permanent housing* *All exits from homelessness (includes exits to RRH and PSH, as measured by the CoC

Outcome Goal #4. Reducing the length of time persons remain homeless.

Goal Statement:
By the end of the performance period, HDIS data for the **CA-607 Pasadena CoC** will show **242** days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing **101 more** days and a **72% increase** from the baseline.

Goal Narrative:
HHAP-4 Baseline data for this goal was skewed by the accidental inclusion of large regional (SPA-3) RRH programs. Thus, the goal we have set for HHAP-4 is in line with HHAP-3 baseline data and HHAP-3 projections, hence the considerable increase (45% for HHAP-3 vs. 72% for HHAP-4). The length of time people remain homeless is one of Pasadena's most challenging goals due to factors outside of the CoC's control, including the limited housing supply and housing costs in the region rising faster than incomes. Our HHAP-3 goal incorporated turn-the-curve thinking, with the intention of slowing the rate of increase in LOT homeless through 2023, and reducing it by 2% year over year by 2024. Our HHAP-4 goal continues this 2% annual decrease into 2025, assuming the HHAP-3 baseline of 170 days.

Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs	Outcome Goals July 1, 2022 - June 30, 2025		Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs
	Change in Length of Time	Change as % of Baseline	
141	101 more days	72% decrease	242

Describe Your Related Goals for	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
Baseline data, combined with PIT count data, highlight three groups who experience homelessness at disproportionate rates: **Chronically Homeless:** People experiencing chronic homelessness are inherently among those with the longest experience of homelessness in Pasadena, making this a priority group. **Veterans:** Baseline data revealed a 31% increase in LOT homeless among Veterans. **Fleeing DV:** Baseline data revealed a 35% increase in LOT homeless among people fleeing domestic violence. Reductions in LOT homeless among these groups will be achieved by strengthening the emergency support system, enhancing pathways to permanent housing, reducing inflow to homelessness, improving systemwide performance, and the promotion of equity and respect across the homeless system of care.	**5% decrease in LOT** homeless for people experiencing **chronic homelessness*** **5% decrease** in LOT homeless **for veterans*** **5% decrease** in LOT homeless **for people fleeing DV*** ***As compared to LOT homeless for CoC programs for 2021 (i.e., not including outside RRH programs that skewed 2022 data)**

Outcome Goal #5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

Goal Statement:
By the end of the performance period, HDIS data for the **CA-607 Pasadena CoC** will show **7%** of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing **1% fewer** people and a **13% decrease** from the baseline.

Goal Narrative:
As with Outcome Goal 3, Outcome Goal 5 only counts people who exit the homeless system of care, Outcome Goal 5, only looks at recidivism for people who exit the system. People who exited SO, ES, and TH to PSH or RRH and did not return to homelessness are not included. This is both disconnected from the way programs run and the way our data has historically been used by HUD. The impact is an inflated recidivism rate; while HHAP-4 baseline data estimated an 8% recidivism rate, HUD reported a 4% recidivism rate, which is considered a national standard for a high-performing community. Due to the disconnect with the way our CoC programs are intended to perform and with HUD recidivism rates, we have set a conservative goal of a 1 percentage point decrease by 2025.

Baseline Data: % of people who return to homelessness within 2 years after having exited homelessness to permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		Target % of people who return to homelessness within 2 years after having exited homelessness to permanent housing
	Change in % of People	Change as % of Baseline	
8%	1%	13% decrease	7%

Describe Your Related Goals for	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
While baseline data does not include recidivism rates for people served by PSH and RRH programs, CoC analyses that included these programs found that recidivism rates are higher for Black and Latino/a/x people. As such, the CoC will focus on ensuring Black and Latino/a/x people achieve the same low recidivism rates as other groups exiting homelessness. Reductions in recidivism for Black and Latino/a/x people will be achieved by strengthening the emergency support system, enhancing pathways to permanent housing, reducing inflow to homelessness, improving systemwide performance, and the promotion of equity and respect across the homeless system of care.	**5% recidivism for Black and Latino/a/x** people exiting homelessness* ***Recidivism for all program types, including RRH and PSH, as measured by the CoC**

Outcome Goal #6. Increasing successful placements from street outreach.

Goal Statement:
By the end of the performance period, HDIS data for the **CA-607 Pasadena CoC** will show **29** total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing **2 more** people and a **5% increase** from the baseline.

Goal Narrative:
Over the last few years, street outreach programs in Pasadena have expanded and we anticipate this increasing the number of successful placements from street outreach. Supporting these efforts will be Pasadena's Build for Zero campaign, which works towards measurably ending chronic homelessness by strengthening data-driven systems and

Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2022 - June 30, 2025		Target Annual Estimate of # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.
	Change in # of People	Change as % of Baseline	
27 people	2 additional people	5% increase	29 people

Describe Your Related Goals for	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*

2022 PIT count data, highlight two groups who experience unsheltered homelessness at disproportionate rates: **Chronically Homeless:** Focus will be placed on people experiencing chronic homelessness due to their significant share of the unhoused population in Pasadena (53%) and their significant vulnerabilities. **Latino/a/x:** In addition, Pasadena will focus on positive exits from street outreach for Latinos experiencing homelessness, who have seen a 68% growth in size since 2017 Increases in street outreach placements for people experiencing chronic homelessness and Latino/a/x people will be achieved by strengthening the emergency support system, enhancing pathways to permanent housing, reducing inflow to homelessness, improving systemwide performance, and the promotion of equity and respect across the homeless system of care.	**10% increase** in successful placements from street outreach for people experien**cing chronic homelessne**ss **10% increase** in successful placements from street outreach **for Latino/a/x people**

Table 5. Strategies to Achieve Outcome Goals	
Strategy	**Performance Measure to Be Impacted (Check all that apply)**
Increasing investments into, or otherwise scaling up, specific interventions or program types	☐ 1. Reducing the number of persons experiencing homelessness.
Description	
Strengthen the Emergency Support System In Pasadena, people are experiencing homelessness for longer periods of time. The emergency support system plays a critical role in meeting people's basic needs until they find permanent housing. Strategies for this action area include: **Response Coordination & Referrals.** Develop a more accessible, transparent, and timely response coordination and referral system that connects people to emergency services while they work towards permanent housing. **Emergency Shelter.** With one-time funding for emergency shelter beds ending, initial focus could be placed on maintaining the current supply of emergency beds with a long-term goal of expanding the number of beds as more funding is made available. To improve trust and curtail the trauma of being unhoused, the CoC will also work to promote dignity and respect by ensuring safety, security, and cleanliness of shelters. **Essential Services**. Continue to fund essential services and investigate options to add a multi-service center. **Street Outreach.** Develop a better understanding of the role of street outreach in unsheltered homelessness.	☐ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	
June 2025.	
Entities with Lead Responsibilities	☑ 6. Increasing successful placements from street outreach.
Pasadena CoC staff and board	
Measurable Targets	
Decrease unsheltered homelessness by 7% Increase exits to permanent housing destinations (including PSH and RRH) by 10%* Reduce LOT homeless by 2% year over year by 2025** *Including all people experiencing homelessness (not just those with recorded current living situation), as measured by the CoC **As compared to LOT homeless for CoC programs for 2021 (i.e., not including outside RRH programs that skewed 2022 data)	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements	
Description	
Enhance Pathways to Permanent Housing Pathways to permanent housing must be strengthened to make meaningful progress in reducing homelessness and shorten the length of time people remain homeless. **Support Regional Efforts to Improve CES.** Support regional efforts to improve CES through collaboration with regional partners while simultaneously increasing education on and transparency of the system. **Strengthen Support in Leasing Up.** Provide more resources or assistance in getting people from the point of having received a voucher to moving into housing through additional resources to reduce housing discrimination and other challenges to leasing up in the private market. **Strengthen and Expand Permanent Housing Programs.** Prioritize and expand PSH, RRH and other long-term subsidy programs, ensure adequate supportive services in permanent housing programs, and expand support in moving on from PSH.	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless.
Timeframe	
June 2025.	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Entities with Lead Responsibilities	
Pasadena CoC staff and board	
Measurable Targets	
Increase exits to permanent housing destinations (including PSH and RRH) by 10%***** Reduce annual homelessness by 10%****** *****All exits from homelessness (includes exits to RRH and PSH, as measured by the CoC ******Including all people experiencing homelessness (not just those with recorded current living situation), as measured by the CoC	☐ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Expanding and strengthening cross-system partnerships and/or collaborative planning	

Description	
Reduce Inflow Reduce inflow into homelessness through targeted prevention, diversion, and cross-systems collaboration. In particular, emphasis will be placed on engaging underserved and marginalized communities, particularly the Latino/a/x population. Specific strategies include: Offering legal services, including tenant rights education, Promoting homelessness prevention through community-based partners, and Collaboration with systems that intersect with homelessness.	☑ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing. ☐ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Timeframe
June 2025.

Entities with Lead Responsibilities
Pasadena CoC staff and prevention and diversion service providers

Measurable Targets
Reduction of first time homeless by 5% Reduce recidivism by 1 percentage point***** *Recidivism for all program types, including RRH and PSH, as measured by the CoC

Strategy	Performance Measure to Be Impacted (Check all that apply)
Building the capacity of homelessness response system to utilize resources, implement best practices, and/or achieve outcomes	
Description	

Improve systemwide performance by:

Increasing the supply of permanent housing through continued investment, maximizing existing supply, and identification of new funding sources
Creating a targeted approach to reducing chronic homelessness through the Built for Zero effort, increasing permanent housing placements, and reducing length of time homeless.
Pursuing opportunities to expand mental health and substance use services through additional supportive services, partnerships, and prescriptive contact language.
Establishing shared metrics of success to guide community education and data-driven decision making.
Increasing regional and cross-system alignment and coordination to address inflows, strengthen support services, and streamline regional responses to homelessness.

| ☑ 1. Reducing the number of persons experiencing homelessness. |
| ☑ 2. Reducing the number of persons who become homeless for the first time. |
| ☑ 3. Increasing the number of people exiting homelessness into permanent housing. |
| ☐ 4. Reducing the length of time persons remain homeless. |

Timeframe

June 2025.

☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Entities with Lead Responsibilities

Pasadena CoC staff, committees, and board.

☑ 6. Increasing successful placements from street outreach.

Measurable Targets

134 new units of site-based PSH by 2024
Review system performance metrics on a quarterly basis
Review grants expenditures on a quarterly basis

☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Other equity-focused strategies	
Description	

Promote equity and respect by:

Responding to reports of unfair or discriminatory treatment through assessments and audits, additional support around discrimination in the housing market, greater transparency in service delivery systems, and training.
Supporting client-centered, flexible models of care for housing and service provision to ensure interventions and assistance are tailored to meet the diverse and unique needs of participants.
Review written policies and practices with an equity lens to identify areas for revision/improvement and develop prescriptive contract language.
Ensure that people with lived experience play a leadership role in overseeing program and policymaking in the CoC.
Racial disparity analyses conducted on a quarterly basis to inform strategies

Timeframe
June 2025.

Entities with Lead Responsibilities
Pasadena CoC staff, committees, and board

Measurable Targets
Review written policies and practices with an equity lens to identify areas for revision/improvement Address inflows through broader cross-system coordination with the justice, foster care, and education systems. Address reports of discrimination and challenges in obtaining scattered-site housing and retention of rapid-rehousing among people of color. Analyze system outcomes with an equity lens on a quarterly basis and address inequities

☐ 1. Reducing the number of persons experiencing homelessness.

☐ 2. Reducing the number of persons who become homeless for the first time.

☐ 3. Increasing the number of people exiting homelessness into permanent housing.

☑ 4. Reducing the length of time persons remain homeless.

☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

☐ 6. Increasing successful placements from street outreach.

☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Table 6. Funding Plan Strategic Intent

Eligible Use Category intended to be Supported with HHAP 4	Approximate % of TOTAL HHAP 4 ALLOCATION to be used on this Eligible Use (%)	Approximate % of TOTAL HHAP 4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)	Activities to be Supported with HHAP 4	How is this a strategic use of HHAP 4 resources that will address needs and gaps within the homelessness response system?	How were these decisions to invest HHAP 4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
1. Rapid rehousing	38%	0%	It is anticipated that HHAP-4 funding will be leveraged to sustain an existing rapid rehousing program for single adults, which is currently funded through local Measure H dollars (sales tax).	The CoC continues to focus on increasing access to permanent housing solutions through the expansion of permanent supportive housing and rapid rehousing programs as a means of increasing exits from homelessness. The primary challenge for the homeless services sector is that the need for housing continues to exceed the resources available. HHAP-4 funding will enable the CoC to continue providing housing for households with mid to low barriers in the face of reductions in local funding that currently support these activities.	CoC staff and Board members meet multiple times throughout the year to engage in budget/funding discussions based on the inventory of current, upcoming and expiring grants. Staff monitor the CoC's funding portfolio and identify programs that require sustained investments as well as programs that may be required to meet emerging needs or system gaps. The CoC has seen a reduction in our Measure H allocation for rapid rehousing and we are now looking to HHAP-4 as a funding source to sustain the program and the participants who are currently enrolled.
5. Systems support	20%	0%	HHAP-4 funds will leverage federal CoC planning dollars to support CoC staff in order to maintain the CoC's capacity to administer an equitable and comprehensive homeless services response system.	As a city CoC, our small staff oversees and carries out the large majority of the planning activities for our homelessness response system. The HHAP-4 funding for systems support will support the ongoing growth of the CoC and enable staff to execute essential homelessness planning activities while accounting for the rapid expansion of federal, state and local funding for homeless services	The CoC reserves funding for systems support whenever it is deemed an eligible use to ensure we have the capacity to continue supporting essential cross-sector collaborative activities, improved data collection and program evaluation, addressing racial equity, and using system performance measures to inform local decision making processes. The CoC will leverage state CESH, HHAP and federal CoC planning funds to support these activities.
8. Interim sheltering (new and existing)	35%	10%	HHAP-4 funds will be utilized for a youth-specific motel voucher program as well as motel vouchers for single adults experiencing homelessness. HHAP-4 will support the CoC's ability to continue providing non-congregate shelter (albeit on a smaller scale) to people who are unsheltered once federal emergency funding (i.e. ESG-CV) has expired.	Increased funding during the pandemic allowed the CoC to invest heavily in emergency shelter programs, However, since the funding supporting the CoC's emergency shelter capacity have been one-time block grants, our CoC is coming to the end of a period with unprecedented shelter funding, despite the sustained need for these investments. HHAP-4 resources will enable the CoC to invest in the emergency shelter system despite anticipated reductions in other funding sources.	CoC staff and Board members meet multiple times throughout the year to engage in budget/funding discussions based on the inventory of current, upcoming and expiring grants. Staff monitor the CoC's funding portfolio and identify programs that require sustained investments as well as programs that may be required to meet emerging needs or system gaps. The CoC's emergency shelter capacity has remained strong during the pandemic due to federal and state emergency funding and we've been able to maintain these services through state HEAP funding and ESG-CARES funding. During the next two years, the CoC will work to maintain the current supply of emergency beds through HHAP and local (Measure H) funding sources, with a long-term goal of expanding the number of beds as more funding is made available.
10. Administrative (up to 7%)	7%	N/A	HHAP-4 funds will support costs related to the planning and execution of HHAP-4 activities, including general management and oversight of the grant/subrecipient contracts as well as reporting and invoice processing.	HHAP-4 administrative funds will not directly address needs/gaps within the homelessness response system. However, three existing city staff (3 FTE) positions will be leveraged to carry out the HHAP grant administration responsibilities. The Housing Department staff and the Finance Department's grants accounting division are in ongoing communication to discuss potential planning issues, outstanding items, and overall grants management. Discussions and coordination surrounding the ongoing tasks related to grants administration occur at the staff and management level between the two departments on a daily basis.	The CoC requests the full amount available for administrative costs across all of our grants to ensure adequate funding for project administrative costs related to the planning and execution of grant activities. Depending on the activities funded by the grant, administrative caps under 10% may not fully cover the CoC's admin expenses.
Total:	100%	10%			

Table 7. Demonstrated Need

Demonstrated Need	
# of available shelter beds	*199 in winter* *114 in summer*
# of people experiencing unsheltered homelessness in the homeless point-in-time count	*280*
Shelter vacancy rate (%) in the summer months	*6%*
Shelter vacancy rate (%) in the winter months	*4%*
% of exits from emergency shelters to permanent housing solutions	*21%*
Describe plan to connect residents to permanent housing.	

The CoC is planning to use shelter funding for motel vouchers. While people are utilizing motel vouchers, housing navigators will continue to engage them in services, create a housing stability plan, and link or refer them to services and housing resources which meet their needs. The housing navigator will also provide ongoing targeted case management and supportive services such as housing, mental health, physical health and substance abuse supportive services, public benefits, educational and employment/vocational supports during this time. Central to this process is a focus on building up the individual's resources (internal and external) as they move towards permanent housing with individualized support.

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