

Pasadena Continuum of Care Homelessness Plan

Last updated June 2019

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Pasadena Continuum of Care (CoC) Homelessness Plan

The Pasadena Continuum of Care (CoC) Homelessness Action Plan provides recommendations to prevent and end homelessness by applying evidence-based strategies and best practices to effectively meet the needs of persons experiencing or at risk of homelessness. The recommendations were crafted by a seven-step process that included:

- 01** **GUIDING PRINCIPLES AND BEST PRACTICES**
Ensure a robust homeless assistance system of care by adopting nationally recognized strategies to prevent and end homelessness.
- 02** **ALIGNMENT OF PRACTICES**
Alignment of practices among public and private partners to prevent and end homelessness.
- 03** **ANALYZE POPULATION COMPOSITION**
Understand the demographic composition of people experiencing homelessness in Pasadena through analysis of Homeless Management Information Systems and point-in-time counts.
- 04** **IDENTIFY SYSTEM GAPS**
Assess existing efforts to address homelessness and identify any gaps in housing and homeless services.
- 05** **GOALS & RECOMMENDATIONS**
Encouraging public and private partners to shape recommendations based on their alignment of core requirements and practices to fulfill the three primary goals of homeless prevention, increase permanent housing resources, and establish a coordinated system of care;
- 06** **EVALUATE SYSTEM GAPS AND IMPACT OF PLAN**
Identifying measurable goals and milestones for progress towards meeting these goals;
- 07** **FUNDING SOURCES TO PREVENT & COMBAT HOMELESSNESS**
Having public and private partners align existing and future funding sources with the recommendations to fulfill the three primary goals to ensure the implementation of a robust homeless assistance system capable of implementing an action plan to prevent and end homelessness.

Guiding Principles & Best Practices

The Homelessness Plan will be led by a set of best practices that are based upon a range of evidence-based, best, and promising practices that have been used to help solve local homelessness in other communities. Guiding principles include:

Progressive Engagement

Progressive Engagement is an approach to helping households end their homelessness as rapidly as possible, despite barriers, with minimal financial and support resources. More supports are offered to those households who struggle to stabilize and cannot maintain their housing without assistance. Assistance is provided on an “as-needed basis” to keep a participant housed and, within funding constraints, programs offer more intensive support, additional rental assistance, or step-up referrals and help to access community-based assistance.

No Wrong Door

A no wrong door approach ensures that getting help is not a matter of talking to the right agency or the right staff person such as a case manager at the right time. The approach ensures that an individual or family can be immediately linked to appropriate supportive services regardless of their point of entry into the homeless assistance system by the staff that they first encounter.

Housing First

Rather than moving homeless individuals and families through different “levels” of housing until they are “housing ready,” this strategy moves households immediately from the streets, emergency shelter, or interim housing into their own housing with wraparound services. In order to obtain housing, barriers are removed that have hindered homeless persons from obtaining housing which include:

- Too little income or no income
- Active or history of substance use
- Criminal record, with exceptions for state-mandated restrictions, and
- History of having been or currently a victim of domestic violence (e.g., lack of a protective order, period of separation from the abuser, or law enforcement involvement).

Barriers are also removed that have hindered homeless persons from maintaining housing which include

- Failure to participate in supportive services;
- Failure to make progress on a service plan;
- Loss of income or failure to improve income; and
- Fleeing domestic violence.

Harm Reduction

Harm Reduction is an approach aimed at reducing negative consequences of drug use in order to maintain housing stability. The approach incorporates non-judgmental, non-coercive provision of services and resources to reduce the harms of drug use without minimizing or ignoring the real and tragic harm of drug

use that could lead to loss of housing. Instead of mandating abstinence, a case manager supports the drug user through a process of recovery.

Trauma Informed Care

Trauma-informed care is an approach that engages persons with histories of trauma by recognizing the presence of trauma symptoms and acknowledges the negative role that trauma has played in their lives. Acknowledgement includes understanding how trauma can overwhelm a person's ability to cope with the steps necessary to obtain and maintain permanent housing and appropriate supportive services. Actions include working with them to end their homelessness experience while avoiding situations that can lead to re-traumatization.

Alignment of Practices

Making sure that all necessary public and private partners participate in the alignment of core requirements and practices to ensure a robust homeless assistance system capable of implementing an action plan to prevent and end homelessness for individuals and families who are homeless or at risk of becoming homeless.

Aligning core requirements and practices will involve a wide-range of public and private partners participating in the alignment to ensure a robust homeless assistance system capable of implementing an action plan.

Public Partners

Public partners will include:

- City of Pasadena Housing Department
- City of Pasadena Health Department
- City of Pasadena Police Department
- Libraries
- Representatives from County of Los Angeles department and divisions that respond to homelessness in Pasadena
- Representatives from federal and state agencies that respond to homelessness in Pasadena
- Representatives from regional planning organizations that respond to homelessness in Pasadena

Private Partners

Private partners will include representatives from agencies that are members of the Pasadena Partnership to End Homelessness (Pasadena Continuum of Care) and representatives from other organizations that respond to homelessness in Pasadena. Efforts will be made to include representatives from

- Businesses
- Business Districts;
- Educational institutions
- Faith-based organizations
- Health care providers
- Neighborhood organizations
- Non-profit agencies

Efforts will also be made to include representatives those that focus on subpopulations of homeless persons that include

- Domestic violence service providers
- Families
- Human Trafficking service providers
- Mental health providers
- Seniors
- Substance users
- Veterans

- Youth age 18 – 24
- Youth under age 18.

Analyze Population Composition

Providing data on the demographics and characteristics of the local homeless populations and on current programs providing housing and homeless services in the jurisdiction, as reported to the federal government through Homeless Management Information Systems and point-in-time counts

Homeless Management Information System (HMIS) and point-in-time count data will be used to provide data on the demographics and characteristics of the local homeless population including subpopulation data for:

- Veterans
- Chronically homeless
- Families with children
- Unaccompanied and parenting youth (18-24)

Point-in-time data will also be used to provide information regarding local survey questions that were included in homeless counts.

Homeless Management Information System (HMIS) and point-in-time count data will be used to provide data on current programs providing housing and homeless services in Pasadena. Current programs will include:

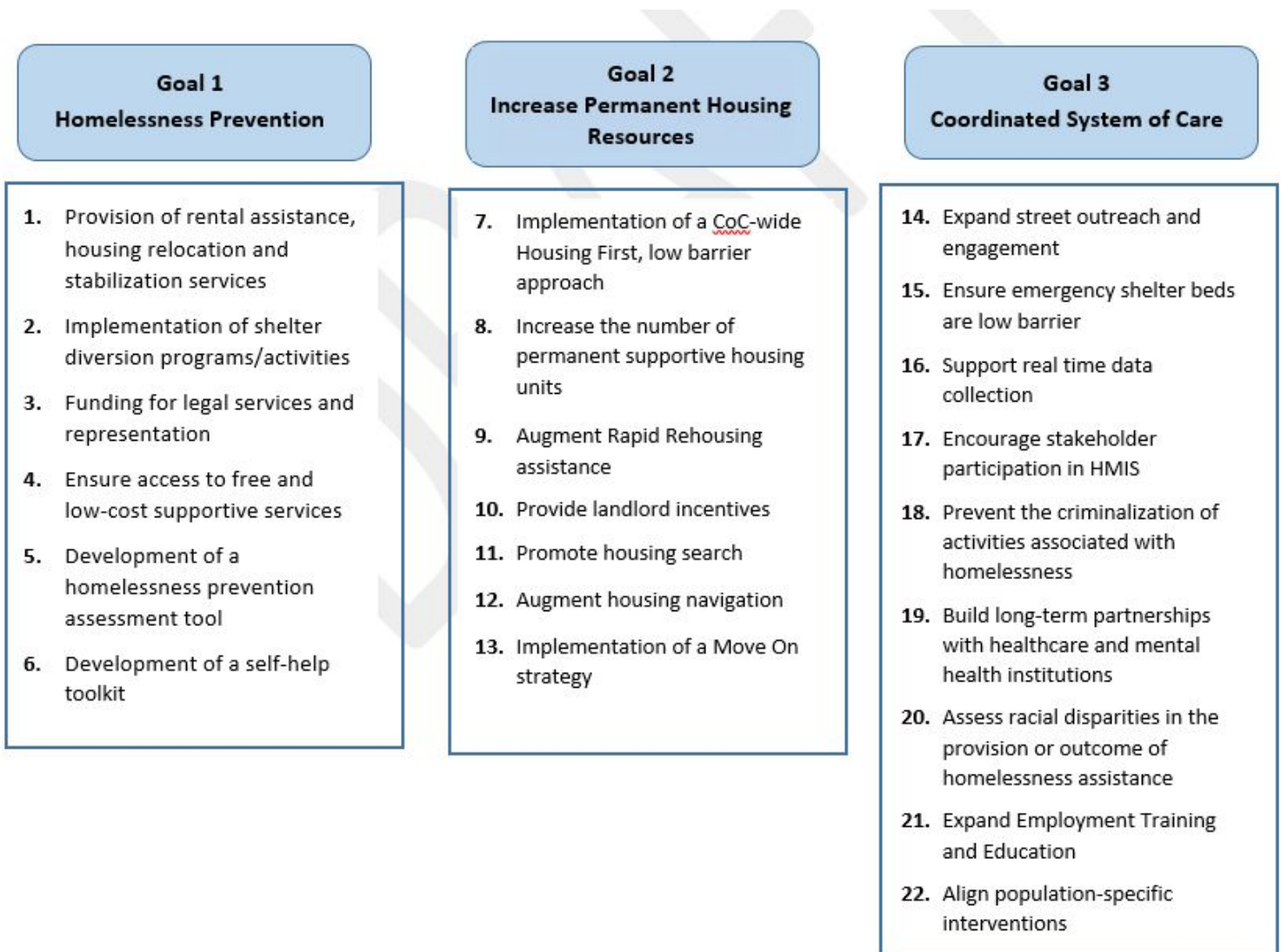
- Emergency shelter;
- Permanent supportive housing;
- Rapid rehousing;
- Street outreach;
- Transitional Housing

Goals and Recommendations

Encouraging public and private partners to shape recommendations based on their alignment of core requirements and practices

Recommendations will focus on three primary goals for addressing homelessness among individuals, families, and youth in Pasadena. They are:

1. Prevent homelessness through early, comprehensive assistance to persons most at risk.
2. Create new and maximize existing supportive housing opportunities that offer long-term support to high-needs individuals.
3. Facilitate the continued development of a coordinated homeless system of care to support long-term housing stability and provide timely, accurate data.



Goal #1: Homelessness Prevention

Homelessness Prevention programs help to support those who are imminently at-risk of homelessness and ensure they do not become homeless. By targeting assistance to those who are most at-risk of homelessness, programs are able to maximize the limited available resources for homelessness prevention.

Recommendation #1: Provision of rental assistance for housing relocation and stabilization services

This approach focuses on providing temporary financial assistance to persons at imminent risk of becoming homeless to maintain their housing or find suitable alternative housing before becoming homeless. Such assistance includes short term (1-3 months) and medium term (4-24 months) rental assistance and utility payments. Homelessness prevention emphasizes early identification of high risk individuals and families and works to provide them with assistance to ensure they maintain their current housing whenever possible.

Recommendation #2: Implementation of shelter diversion programs/activities

Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate, alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion programs can reduce the number of families becoming homeless, the demand for shelter beds, and the size of program wait lists. Effective diversion programs focus on quick solutions that have priority to keep the household in current housing if it is safe. Diversion may also provide limited financial, utility, and/or rental assistance; short-term case management; conflict mediation; connection to mainstream services and/or benefits; and housing search. The Pasadena CoC is exploring the possibility of using state funding to support an intervention targeted at shelters or homeless system entry point that uses services to divert homeless populations away from shelter and into stable housing. Employing housing navigators focuses on helping participants utilize other housing options within their personal network rather than enter the shelter system. This could involve mediation with family and/or friends to locate an alternative to entering the homeless system.

Recommendation #3: Funding for legal services and representation

Recently, the CoC has identified an unmet need for legal services. Particularly, eviction defense legal support is lacking in Pasadena for people being evicted. A 2018 report entitled "Unlocking Doors to Homelessness Prevention" indicates that an estimated 70% of U.S. households facing eviction receive no legal representation, however tenants with counsel are more likely to appear in court and are significantly less likely to be evicted than their unrepresented counterparts, irrespective of the merits of their case (Poppe, 2018). Legal strategies that help households retain their home can be used to disincentivize landlords from wrongfully evicting their tenants. The CoC is working to quantify the need for legal services across its geographic area and will collaborate with local organizations to estimate how many people could be assisted with different pots of funding. Legal services can either be limited or full

scope, and will be paired with funding for arrears and moving costs to maximize program effectiveness.

Recommendation #4: Ensure access to free and low-cost supportive services

The CoC works with a variety of mainstream programs that assist persons to apply for and receive mainstream benefits, and focuses on providing a wide range of free and low cost supportive services to those households less likely to become homeless but in need of such services and supplies to offset household expenses. These services include, but are not limited to the following:

- SSI/Social Security Disability Income (SSDI)
- Educational assistance
- Employment services
- Health care
- Household equipment and furniture
- Hygienic supplies
- Clothing
- Food
- Mental health care
- Public assistance
- School supplies; and
- Substance use counseling and treatment.

The CoC continues to collaborate with organizations to ensure that they are provided with regular trainings on the referral process for clients to access these resources.

Recommendation #5: Development of a homelessness prevention assessment tool

In order to target resources accurately and intervene in the homeless trajectory early, service providers must have an understanding of how to identify individuals and households that are at risk of homelessness. Utilizing a previously developed screening instrument to identify imminent risk of homelessness among veterans accessing VA health care as a basis, the CoC is exploring the prospect of developing a risk assessment tool to identify the households most likely to become homeless. Organizations that serve very low-income households can screen for homelessness and/or risk of homelessness and then connect at risk and homeless recipients with crucial services, thereby reducing the negative consequences of homelessness for the individual and the community. Ideally, earlier intervention can reduce the flow into homelessness.

Recommendation #6: Development of a self-help toolkit

Tenant information and education is critical in helping tenants quickly find adequate resources and become familiar with the assistance that is available, as well as their housing rights. The Pasadena CoC introduced the concept of developing a homelessness prevention self-help toolkit, particularly focusing on eviction and the rights of the tenant, to the Homelessness Prevention Subcommittee that meets monthly. The subcommittee was in support of creating this resource specific to services that address the unmet need within the geographic region. This toolkit will be

modeled off of Pine Tree Legal Assistance's online materials, a civil legal assistance nonprofit in Maine. In the future, similar tools may be developed for financial management, public benefits, and health.

Goal #2: Increase Permanent Housing

The City of Pasadena will use its resources to expand and promote the production of Permanent Supportive Housing. This will include collaborating with other jurisdictions and Public Housing Authorities to use rental subsidies creatively, collaboratively, and across jurisdictional boundaries when allowable.

Recommendation #7: Implementation of a CoC-wide Housing First, low barrier approach

The Pasadena CoC Coordinated Entry System (CES) process operates with a low-barrier approach and Housing First model for all participating programs. The CES does not screen persons out for assistance due to barriers such as lack of income or sobriety for service or program enrollment and ensures that people are housed quickly without preconditions or service participation requirements. The CoC's decision to align the CES with a Housing First and low barrier approach helps homeless households obtain and maintain permanent housing, regardless of their service needs or challenges.

Research continues to prove that chronically homeless persons can achieve stability in permanent housing, regardless of their vulnerability, if provided with appropriate levels of low barrier supportive services. Through this approach, barriers are removed that have hindered homeless persons from obtaining housing such as too little income or no income; active or history of substance use; criminal record, with the exceptions for state or federal-mandated restrictions; and history of domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement). Through this approach, barriers that have hindered homeless persons from obtaining housing are also removed, such as failure to participate in supportive services; failure to make progress on a service plan; loss of income or failure to increase income.

Recommendation #8: Increase the number of permanent housing units

The CoC is pursuing innovative strategies to increase the number of available permanent housing units, such as the conversion of existing motel buildings. More permanent supportive housing is needed to offset recent increases in homelessness, particularly for persons experiencing chronic homelessness who have a disabling condition. Permanent Supportive Housing (PSH) usually comes with no time limits, so people can receive services and stay housed as long as they need. Supportive services are designed to be flexible, voluntary, and based upon each individual's unique needs and are offered both on and off-site. Each person's rent is based upon their income, and Tenant-Based Rental Assistance (TBRA) programs are used to provide clients with rental subsidies so that households are able to afford their rent and related housing expenses. TBRA programs offer flexibility that make it especially useful for helping persons experiencing homelessness because assistance moves with the tenant, and the household may take the assistance and move to another rental property as their circumstances change. The CoC also has Project Based Rental Assistance (PBRA) tied to particular units that provides a source of long-term affordability.

Recommendation #9: Augment Rapid Rehousing assistance

The CoC is dedicating federal ESG, state ESG, and Measure H local funding to augment Rapid Rehousing assistance, which assists individuals, families and youth with rapidly obtaining permanent housing and promotes stabilization through short term rental assistance and targeted support services. These households are not the highest vulnerability, but still require housing to stabilize long-term. More commonly, rapid rehousing clients have previously lived independently in permanent housing and are in need of temporary assistance to regain long-term housing stability. Rapid rehousing programs help persons experiencing homelessness who are living on the streets or in emergency shelters solve the practical and immediate challenges of obtaining permanent housing while reducing the amount of time they experience homelessness. Initial research indicates that rapid rehousing is more cost-effective than transitional housing and shows that people assisted by rapid re-housing experience higher rates of permanent housing placement and similar or lower rates of return to homelessness after the assistance ends compared to those assisted by transitional housing or who only receive emergency shelter.

Recommendation #10: Provide Landlord Incentives

The CoC dedicates local Measure H and Housing Successor Agency funds for a Landlord Incentives program that provides financial incentives to encourage landlords to rent their available units to persons experiencing homelessness who have been issued subsidized vouchers. Monetary payments are provided to landlords for holding an available unit vacant while eligible homeless households are referred to them, and the owners are able to determine the suitability of the prospective tenant during the referral process. Financial assistance is also provided to landlords to mitigate damages by tenants during their occupancy in the subsidized units. Vacancy loss payments provide landlords the equivalent of one month's rent if the tenant vacates the unit without formal notice.

Recommendation #11 Promote Housing Search

The CoC will use state issued Homeless Emergency Aid Program (HEAP) funds to hire Housing Locators who will focus on cultivating a broad network of landlords and available units in Pasadena and surrounding areas to serve as a supportive housing resource for persons experiencing homelessness. Given Pasadena's competitive rental market, there is a need for specialized representatives skilled in the cultivation of relationships with housing providers, particularly private market landlords. Housing Locators will engage a wide range of community representatives in housing search activities in an effort to increase the lease up rate. Types of permanent housing will include the following:

- Scattered-site housing, which includes individual apartment units throughout the community; and
- Shared housing that provides a household with a private bedroom and shared living space that includes a bathroom, kitchen, dining area, and other living spaces.

Recommendation #12: Augment Housing Navigation

The CoC will work with its collaborative partners to augment housing navigation by investing in full-time Housing Navigators that are solely dedicated to housing focused case management and supportive services that focus on finding and securing permanent housing for clients. This includes working with persons who are experiencing homelessness to develop a housing plan, address any barriers identified during the plan or during regular navigation activities, and assist the household with acquiring documentation and completing forms required for housing. Navigation will also include attending property management meetings, setting appointments and assisting with completing paperwork needed around housing applications. Navigation will also involve the securing of housing and assisting with the movement into housing.

Recommendation #13: Implementation of a Move On Strategy

Move On Strategy moves current CoC Program participants, who no longer require intensive services, from CoC Program funded-PSH beds to other housing assistance programs including, but not limited to, Housing Choice Vouchers in order to free up CoC Program funded-PSH beds to be used for persons experiencing homelessness. The strategy involves identifying households in PSH that may be ready to move up; as households agree to move-on, referrals are made to the Housing Authority (HA); HA has preference in place for households moving up from PSH; HA processes and places eligible households; and units made vacant are filled with other households in need of PSH.

Goal #3: Coordinated System of Care

The Pasadena CoC actively works to strengthen and build upon the existing systemic approach to homeless programming by focusing on aligning the needs of households that are experiencing homelessness with the best programs to address their needs. The continued coordination and collaboration between service providers work to create and support an integrated and sustainable response to homelessness.

Recommendation #14: Expand street outreach and engagement

Investing in the expansion of street outreach within the CoC will support the ability of street outreach workers to effectively engage individuals and families experiencing unsheltered homelessness. Outreach workers play the critical role of executing the initial steps of effective engagement with homeless individuals, including:

- Building a personal connection and establishing trust
- Assessment of immediate needs and eligibility
- Minimize barriers to housing access
- Actively connect and provide referrals to shelter and housing

Outreach workers will be full-time and dedicated solely to outreach and engagement. Outreach includes building a personal connection with the individuals, assessing their immediate needs with a basic field needs assessment, and working to identify barriers that the individual must address and overcome to improve health status, social support network and address their housing crisis. Engagement involves multiple contacts with individuals living on the street. Outreach and engagement also involve collaborating with outreach workers who may not be full-time and dedicated solely to outreach and engagement. Collaboration will also include cross training. Outreach and engagement also include responding to community requests for street outreach intervention from local government including law enforcement, businesses, civic groups, service groups, and neighbors.

Recommendation #15: Ensure emergency shelter beds are low-barrier

In contrast to shelters and transitional housing programs that historically have “housing-ready models” where residents must address agree to engage in services (i.e. treatment and compliance for substance use) prior to obtaining permanent housing, emergency shelter implements a low barrier approach so that anyone experiencing homelessness can access shelter without preconditions or barriers to entry, such as such as sobriety or mandatory service participation. This approach has proven to be effective in engaging populations who are vulnerable and high risk, particularly for people experiencing chronic homelessness who have greater service needs. Shelter residents work with housing navigators who conduct Next Step and VI-SPDAT assessments to ensure persons have access to the Coordinated Entry system (CES), with the ultimate goal of moving clients into permanent housing as quickly as possible.

Recommendation #16: Support Real-Time Data Collection

The foundation for combatting homelessness is actionable, real-time, person-specific data to ensure the right people get into housing at the right time. Investing and supporting real-time data will allow the CoC to understand who is

becoming homeless and why, the inflow into homelessness and what prevention strategies can be implemented, trends in successful housing placements, and the effectiveness of programs as measured through recidivism outcomes. Quality data will enable the Pasadena CoC to strategically allocate funding that will best serve the unmet needs of the community and make policies decisions that will positively impact the homeless system of care.

Recommendation #17: Encourage stakeholder participation in HMIS

The CoC currently follows the Department of Housing and Urban Development (HUD) guidance mandating that all programs funded through the CoC lead with federal, state, and local programs must participate in HMIS. HMIS provides an unduplicated intake of clients and yields comprehensive tally of persons experiencing homelessness and the services provided. Increased agency participation in HMIS improves the CoC's ability to measure client outcomes and program performance, improves coordination of services among agency programs and with other providers, informs the understanding of the scope of homelessness, and increases the ability of providers and policy makers to assess unmet needs and service gaps. All service providers that assist persons experiencing homelessness or are at imminent risk for homelessness are encouraged to be a part of the community's HMIS. The Pasadena CoC is part of an HMIS collaborative with the Los Angeles and Glendale CoCs that implements a coordinated and regional approach to serve the needs of homeless households.

Recommendation #18: Prevent the criminalization of activities associated with homelessness

The CoC has the responsibility of preventing the criminalization of homelessness and finding alternative, constructive ways of addressing the needs of persons experiencing homelessness in Pasadena. Criminalizing acts of survival is not a solution to homelessness and result in creating additional barriers to ending homelessness as well as preventable public costs for police, courts, and jails. The City supports the provision of a comprehensive and collaborative system of care by convening with City Departments that interact with people experiencing homelessness, as well as Business Improvement Districts and local service providers, to implement cost effective solutions and ensure constructive alternatives to criminal justice system involvement. The City also collaborates with the Pasadena Police Department's Homeless Outreach–Psychiatric Evaluation (HOPE) team to provide compassionate emergency response to people experiencing homelessness that have a mental health crisis.

Recommendation #19: Build long-term partnerships with healthcare and mental health institutions

Addressing health-related needs of people who are experiencing or at-risk of homelessness has long been recognized as a key component of efforts to prevent and end homelessness. It has become increasingly clear that stable housing is fundamental to both maintaining good health and minimizing the costs of preventable interactions with public systems, such as emergency room utilization and hospital admissions. As Pasadena continues to focus on housing and subsequently stabilizing the health of people experiencing homelessness, long-term,

comprehensive solutions are needed by both the homeless and healthcare sectors. The CoC hosts a bi-monthly healthcare committee that seeks to address access to care barriers and barriers to navigating the healthcare system in order to bridge the gap between siloed systems of operation. The committee will be exploring opportunities to build and sustain meaningful cross-sector partnerships and working to disseminate best practices and approaches to address the intersection of housing and health.

Recommendation #20: Assess whether there are racial disparities in the provision or outcome of homeless assistance

CoC will assess whether there are racial disparities in the provision or outcome of homeless assistance and see if people of different races or ethnicities are more or less likely to receive homeless assistance and if people of different races or ethnicities are more or less likely to receive a positive outcome from homeless assistance.

The CoC will actively work towards implementing the recommendations below to advance racial equity across the Continuum.

- CoC's board and decision-making bodies are representative of the population served in the CoC;
- CoC has identified steps it will take to help the CoC board and decision-making bodies better reflect the population served in the CoC.
- CoC is expanding outreach in geographic areas with higher concentrations of underrepresented groups.
- CoC has communication, such as flyers, websites, or other materials, inclusive of underrepresented groups
- CoC has staff, committees or other resources charged with analyzing and addressing racial disparities related to homelessness.
- CoC is collecting data to better understand the pattern of program use for people of different races and ethnicities in its homeless services system.
- CoC is conducting additional research to understand the scope and needs of different races or ethnicities experiencing homelessness.

Recommendation #21: Expand Employment Training and Education

Homeless assistance providers and workforce development systems will be key players in planning employment and training services for homeless people who need assistance to reenter the workforce. Training and education activities will promote work readiness and support the recruitment, hiring, retention, and advancement of homeless individuals in the labor market. Education and training activities will build knowledge and skills to enhance employability and promote advancement in the workforce.

Recommendation #22: Align Population Specific Interventions

Align evidence-based, best, and promising practices interventions noted under step 1 with subpopulations including chronically homeless households, families, and youth age 18 – 24. Alignment should be informed by nationally published research that has shown that certain practices have demonstrated better results than other practices

for given subpopulations. Such practices should be locally adapted to help ensure success.

Evaluate System Gaps and Impact of Plan

HUD's System Performance Measures (SPM) will be used to evaluate the impact of the Homelessness Plan. The purpose of these measures is to provide a more complete picture of how well a community is preventing and ending homelessness. Progress will be determined by positive changes in SPMs.

Length of Time People Remain Homeless (SPM 1)

The length of time people remain homeless is a proxy for measuring how quickly people move into permanent housing.

- Measure: Average and median time spent homeless
- Goal: Reduce average length of time people remain homeless

Recidivism (SPM 2)

Stable housing placements ensure people who move into permanent housing don't experience subsequent experiences of homelessness.

- Measure: Percent of formerly homeless people (ie those who have moved into permanent housing) who become homeless again after 6, 12, and 24 months
- Goal: Reduce the percentage of people who return to homelessness

Number of People Experiencing Homelessness (SPM 3)

This measure directly assesses Pasadena's progress toward eliminating homelessness by counting the number of people experiencing homelessness both at a point in time and over the course of a year.

- Measure: Change in PIT counts of people experiencing sheltered and unsheltered homelessness
- Goal: Reduce the total number of people experiencing homelessness, focusing on the most vulnerable subpopulations

Employment and income growth for in CoC -funded projects (SPM 4)

This measure looks at whether participants increase their income during their time in the homeless system by using HMIS data to document adults' or heads of households' income when they enter projects, compared to their income at annual assessments, or when they exit.

- Measure: Change in earned, non-employment, and total income for adult system stayers and leavers
- Goal: Increase in the percentage of adults who gain or increase income

Number of people who become homeless for the first time (SPM 5)

To combat homelessness, we also have to reduce the number of people who become homeless in the first place through successful prevention efforts.

- Measure: Change in the number of people entering emergency shelter, safe havens, transitional housing and permanent housing projects with no prior enrollment in HMIS

- Goal: Reduction in the number of persons who become homeless for the first time

Successful exits (SPM 7)

This measure calculates successful housing placement in two ways – when people move from the homeless system into permanent housing, and when people enrolled in permanent housing programs like PSH remain housed either in the housing program or move to other permanent housing

- Measure: Change in the exit or retention of permanent housing
- Goal: Increase in percentage of people who exit to or retain permanent housing

Funding Sources to Prevent and Combat Homelessness

Having public and private partners align existing and future funding sources with the recommendations to ensure the implementation of a robust homeless assistance system capable of implementing an action plan to prevent and end homelessness.

Public and private partners will align existing and future funding sources with the recommendations to ensure the implementation of a robust homeless assistance system capable of implementing an action plan to prevent and end homelessness. Existing and future funding sources include:

California Emergency Solutions and Housing Program (CESH) provides state-funded grants to assist persons who are experiencing or are at risk of homelessness. In Pasadena, these funds have been prioritized for rental assistance, housing relocation and stabilization services to ensure housing affordability for people who are experiencing homelessness, as well as flexible housing subsidies to support the provision of rental subsidies, operating support for emergency housing interventions, street outreach, and homelessness planning activities.

Community Development Block Grant (CDBG) is a program of the U.S. Department of Housing and Urban Development that funds local community development activities with the stated goal of providing affordable housing, anti-poverty programs, and infrastructure development. Funds may be used for land acquisition for new affordable housing projects, rehabilitation of existing housing, construction or renovation of community centers, infrastructure improvements, fair housing services and support for homeless systems of care.

Federal Emergency Solutions Grant (ESG) is a federally-funded grant program administered by HUD that provides funding to help improve the quality of existing emergency shelters for people experiencing homelessness, make additional shelters available and meet the costs of operating shelters, as well as street outreach and homelessness prevention activities.

The Homeless Aid for Planning and Shelter (HAPS) program will provide jurisdictions with one-time grant funds to support regional planning, expanding or developing shelter for people experiencing homelessness, and meeting milestones towards addressing homelessness in each jurisdiction. Pasadena should expect to receive this funding before the end of 2019.

HOME Investment Partnerships Program (HOME) is a HUD program that provides formula grants to states and units of local government used by communities – often in partnership with local nonprofit groups – to fund a wide range of activities that build, buy and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

Homeless Emergency Aid Program (HEAP) is a one-time funding source with state surplus dollars that provides immediate emergency assistance to people experiencing or at imminent risk of homelessness. In Pasadena, these funds have

been prioritized for emergency shelter, housing locators, direct healthcare services, capital improvements, and a community engagement consultant.

Continuum of Care (CoC) Program is a program funded annually by HUD that is designed to promote community wide commitment to the goal of ending homelessness. The purpose of this funding is to provide permanent housing and supportive services to single adults, families with children and youth while minimizing the trauma and dislocation caused by the experience of homelessness. CoC funding is also intended to promote access to and effective utilization of mainstream programs as well as optimize self-sufficiency among individuals and families experiencing homelessness.

HUD-Veterans Affairs Supportive Housing (HUD-VASH) program combines Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the Department of Veterans Affairs (VA). The VA provides these services for participating Veterans at VA medical centers (VAMCs) and community-based outreach clinics.

Measure H funding stems from a 10 year quarter-cent sales tax that was authorized by Los Angeles County voters in March 2017. The funding recommendations target six key areas to combat homelessness, which include: (1) subsidized housing; (2) coordinated outreach and shelters; (3) case management and services; (4) homelessness prevention; (5) income support; and, (6) preservation of existing housing.

Pasadena Housing Successor Funds The Department of Housing may expend up to \$250,000 per fiscal year for homeless prevention and rapid rehousing services for individuals and families who are homeless or would be homeless but for this assistance, including the provision of short-term or medium-term rental assistance, contributions toward the construction of local or regional homeless shelters, housing relocation and stabilization services including housing search, mediation, or outreach to property owners, credit repair, security or utility deposits, utility payments, rental assistance for a final month at a location, moving cost assistance, and case management, or other appropriate activities for homelessness prevention and rapid rehousing of persons who have become homeless.

Substance Abuse and Mental Health Services Administration (SAMHSA) grants are federally funded programs available through the Center for Substance Abuse Prevention, the Center for Substance Abuse Treatment and the Center for Mental Health Services to support local programs for substance use disorders and mental illness.

U.S. Department of Veterans Affairs' Supportive Services for Veteran Families (SSVF) is intended primarily to serve individuals experiencing crisis homelessness. It provides temporary financial assistance and a range of other flexible services geared toward preventing homelessness among those at risk and rapidly stabilizing in permanent housing those who do become homeless. It is important to note that, despite its name, the program serves both families with children and individual veterans.

Appendix A: Core Requirements

Participating in the Homeless Management Information System

The local Homeless Management Information System (HMIS) is the primary repository for client level data for consumers of homeless services in the County of San Bernardino. The HMIS allows the Continuum of Care to analyze data from within the homeless system and evaluate essential information related to the provision and assessment of services provided within all levels of the Continuum of Care, including outreach and prevention, emergency shelters, transitional housing and permanent supportive housing.

Participating in the Coordinated Entry System

The Coordinated Entry System (CES) allows individuals and families to access services needed to move them out of a state of homelessness as quickly as possible. CES includes a client-focused approach to minimize the complexity and challenges associated with accessing multiple programs to avoid or exit homelessness. Service providers within the SBC CoC work collaboratively to coordinate services and information with the intent to provide the most effective and efficient client services.

Appendix B: Glossary

Best practices are methods or techniques that have been generally accepted as superior to any alternatives because they produce results which are superior to those achieved by other means. These practices are not considered evidence-based because not enough rigorous research has shown them to be effective, which may yet happen. Examples include street outreach and engagement, housing navigation, and rapid rehousing, which are described below.

Evidence-based practices are founded on the integration of research results with clinical expertise, which helps professionals make decisions on proven results and not on personal experience or anecdote as has all too often been the case in homelessness service provision. Examples include permanent supportive housing and Housing First, which are described below.

Promising practices are methods or techniques that have the potential to effectively address issues of concern in a community. They are solutions or approaches that are new, innovative and “startup” in nature and may not have been sufficiently tested, but still hold promise and potential. These practices can warrant additional research and testing to eventually become best practices. Examples include coordinated entry system, low barrier shelter, and housing search, which are described below.