

Pasadena CoC Board Meeting Minutes

MINUTES

Thursday June 9, 2022

Present: Will Watts, Legal Aid Foundation of Los Angeles; Sieglinde von Deffner, Housing for Health; Jhoana Hirasuna, Shepherds Pantry; Tammy Marashlian, United Way of Greater Los Angeles; Dan Davidson, Rosebud Coffee; Margaret Martinez, ChapCare; Cory Patterson, Lived Experience Advisory Panel (LEAP); Jennifer O'Reilly-Jones, City of Pasadena; Diana Trejo, City of Pasadena (virtual); Daniel Cole, City of Pasadena

Absent: None

Welcome

APPROVAL OF MEETING MINUTES

No edits to the meeting minutes were provided.

Jhoana motioned to approve the minutes for the April 25 meeting. Dan seconded the motion.

- **In Favor:** Dan Davidson, Jhoana Hirasuna, Tammy Marashlian, Sieglinde von Deffner, Will Watts (5)
- **Opposed:** None (0)
- **Abstain:** Margie Martinez, Cory Patterson (2)

Action Items:	Person(s) Responsible
Post approved minutes on the Pasadena Partnership website.	Diana Trejo

PUBLIC COMMENT; ITEMS NOT ON THE AGENDA

No public comments were received for items not on the agenda.

Action Items:	Person(s) Responsible
N/A – public comment	N/A

TIMELINE FOR COC HOMELESSNESS PLAN COMMUNITY ENGAGEMENT

The city has contracted with CityWise, led by Anna Jacobsen, to assist with the development of the CoC's homelessness plan, which will consist of an extensive community engagement process starting at the end of this month and continuing throughout the summer. Methods for engagement will include 8 focus groups among people with lived experience, 9 targeted interviews with regional and systems partners, listening sessions with key stakeholders and a broader community survey. Citywise will also be working on a systems gap analysis over the summer, which will be informed by staff direction and feedback from the listening sessions. Once the community engagement and gaps analysis are complete, a summary of findings, draft goals and strategies will be prepared. A planning workgroup of community stakeholders will be convened to refine the goals and strategies in the fall and an implementation plan will be created. A final plan is anticipated by December 2022 and will be brought forward to the CoC Board for approval and the City Council for adoption.

Action Items:	Person(s) Responsible
Schedule listening session with Board members	Diana Trejo

PRESENTATION OF DRAFT HHAP-3 ACTION PLAN

1. Outcome Goals

- HHAP-3 applicant jurisdictions are required to establish outcome goals for each of the following areas, which are based on the United States Department of Housing and Urban Development's System Performance Measures. These goals are tied to bonus funding and therefore, realistic and achievable goals are recommended. The State also provided data from 20182-020 for the CoC to reference and inform our outcome goals.
 - i. Annual Reduction: Reduce the number of people experiencing homelessness annually. Overall the trend from 2018-2022 shows there was an 11% decrease in homelessness. Looking at the next 4 years from 2021-2024, we are not projecting such a significant decrease with the impact of COVID unknown and the limited housing supply/other barriers in place in Pasadena. Therefore, the CoC has set a realistic goal of 5% decrease from 2020, which would mean 54 fewer people.
 - ii. Daily Reduction: Reduce the number of people experiencing homelessness on a daily basis. This is calculated by looking at four points in time and averaging them out. The CoC has seen a 36% decrease from 2018-2020, however we do not expect such a significant decrease, so we are suggesting 5% decrease from 2020-2024, (5 fewer people)/
 - iii. Reduce First Time Homeless: Reduce the number of people who become homeless for the first time. We've seen a significant decrease of 47% from 2018-2020. We expect that part of this decrease is due to the eviction moratorium. With the lifting of the eviction of the moratorium on 6/30/22, we anticipate that this year and next this number may rise. Therefore we are setting a goal of a 1% decrease from 2020 (4 fewer people).
 - iv. Increase in Exits to Permanent Housing: Increasing the number of people exiting homelessness into permanent housing. Baseline data from the state shows a 9% increase between 2018-2012 with more exits in 2019 than from 2020. We expect to see an upward trend over the next several years, therefore the goal that we set for 2024 is a 10% increase compared to 2020, or 54 more exits.
 - v. Reduce Length of Time Homeless: Reduce the length of time people remain homeless. This is a goal Pasadena and other CoC's across the state struggle with because it deals with factors outside of our control. With a shortage in housing supply, high housing costs and low wages, it's hard to impact this number and has been one of our biggest challenges. We've seen a 55% increase trend from 2018-2020. Staff spoke with the state regarding the best goal to set for this knowing that we are already halfway into 2022 and we expect the trend to continue. The state suggested we think about this goal in terms of "turning the curve", thus we are setting a 45% increase goal from 2020 which would result in an annual reduction of 2% by 2024.
 - vi. Reduce Recidivism: Reduce the number of people who return to homelessness after permanent housing. Our CoC is a high performing community with a 5% recidivism rate. The state advised we do not need to indicate a reduction, but rather maintain our 5% trend through 2024 (0% change).
 - vii. Increase Street Outreach Placements: Increase successful placements to permanent housing from street outreach. Between 2018-2020, we saw a 77% increase in placements (7% between 2019 & 2020). This is likely due to new programs coming online. We've set the goal of a 5% increase from 2020 with 2 additional placements compared to 2020 annually.

2. Strategies

- HHAP-3 applicant jurisdictions are required to establish actionable strategies to meet the Outcome Goals. The CoC has developed a list of 5 core strategies:

- i. Systems-Level Planning: Will include a quarterly review of state's SPM dashboard which is slightly different from HUD SPMs, however the state is utilizing data we submit to them quarterly from HMIS, an annual review of Stella P (tool provided by HUD that does an annual systems analysis) to improve homeless response system and identify disparities in how households move through it, and a quarterly review of grant expenditures.
- ii. Permanent Housing: Focused on increasing the production of and access to permanent housing solutions. The CoC will gain 65 new units via TSA HOPE Center by the end of the calendar year and 109 Emergency Housing Vouchers + 75 Mainstream vouchers are currently out in the community. We expect the impact of these projects/vouchers will help achieve our goals.
- iii. Improve Existing Systems: Efforts will consist of: Elevating and integrating the voices of people with lived experience throughout all levels of the planning process, including system-level decision making, program design, service delivery and system policies, strengthening a targeted approach to reduce chronic homelessness through Built for Zero utilizing a specific methodology to reduce the number of people experiencing chronic homelessness, align resources to maximize throughput to make sure resources are as effective and efficient as possible, and coordination with regional partners, including LAHSA, DMH and DHS.
- iv. Reduce Inflow: This will be achieved through targeted prevention, diversion and cross-systems collaboration. Examples include legal services at Housing Rights Center, promoting homelessness prevention at community centers, especially among our Latino community given increase seen through Homeless Count data, and collaboration with systems that intersect with homelessness.
- v. Promote Equity: This will consist of addressing inflow through cross-systems coordination with the criminal justice, foster care and education systems and addressing challenges in obtaining and retaining scattered -site housing. This is where we often see the disparities in data analysis. The CoC will also review written policies and procedures with an equity lens to identify areas for revision/improvement and continue to analyze system outcomes on a quarterly basis and address inequities.

Board Discussion

- Dan asked about goals beyond 2024 to prepare for longer-term goals and Anna advised this will be part of the larger homelessness plan process, however the state set the timeframe with the HHAP grant from 2020-2024. When developing the larger homelessness plan, we may identify different goals and strategies that will be specific to our CoC. Dan highlighted we should be looking at strategies for innovation so we aren't doing the same things and getting the same results. We should be considering other innovative strategies we can pursue with the money coming in.
- Tammy asked how the annual projections were informed and how much flexibility there is to revisit the projections in the coming year. Anna noted that the projections are our best guess. We ran HUD SPM reports up until this point to inform projections for 2021 and 2022, as well as discussed pieces that will impact outcomes for the next two years. We won't be held to these projections, only to the goals we are setting.
- Will asked how much the recent Homeless Count data informed the analysis and the strategies that have been identified. Anna noted this data impacted the entire process. We are trying to incorporate all the data we currently have access to and the Homeless Count results informed the robust data analysis when identifying goals and strategies.
- Cory asked what the recommendation would be to promote equity among people of color to get folks into PBV. The CoC has been in meetings with the state to help provide guidance on this, but we don't necessarily have the answer to this yet. The state will be providing technical assistance on this and they also advised us to ask people with lived experience directly what

works. We will look to the state to inform specific actions the CoC can take to make meaningful change to these areas.

- Sieglinde asked how we are thinking about targeting people with severe mental illness and substance use in a different way since this is an area of our response system that has a lot of room for improvement across the region. Jenni advised that we haven't placed this in the scope of the HHAP action goals, but it will be something we need to address in the broader homelessness plan. We wanted to keep the HHAP goals pretty conservative and not take jumps for big system changes because of the timeframe and we are trying to set ourselves up for bonus funding. However, this is something we would want to build into the larger guiding document our CoC will be using over the years.
- Will asked how we will be engaging different subpopulations for the focus groups. CityWise is working with Public Policy Associates, a nationwide group that specializes in focus groups, who will be partnering with service providers. Details around this will be provided at the upcoming Full Partnership meeting.

Areta Crowell provided public comment that the CoC should get the Faith Community Committee more involved in the homelessness plan process.

Action Items:	Person(s) Responsible
N/A – Information Item	

HHAP-3 FUNDING ALLOCATION DISCUSSION

This is a continuation of the conversation that was started at the April 25 meeting where staff introduced the HHAP-3 funding source and brought forward suggested allocations.

At the last meeting, staff proposed a scenario A and B since the Board had voted on funding the TAY/GEM Link programs for a year to ramp down with HHAP-2 dollars. If necessary, \$200,000 of this allocation would backfill HHAP-2. The scenario presented by staff at this meeting assumes this will not be happening. We expect that the programs will receive some funding from the county to continue operating for another year with BOS approval. If it turns out the \$200k of HHAP-3 funding is required, we would bring our recommendation back to the Board for approval to modify if necessary.

The CoC's total allocation for this round of funding is \$811k. Off the top, \$130,000 was carved out to support the development of the homelessness plan (contract with consultant and staff time). There is a requirement to use 10% of the grant specifically for youth, and 7% was set aside for administrative activities. The remaining available funding is \$543,000. Staff's suggestion was modified slightly based off of the Board's comments and developments from the last meeting.

- Staff suggests this funding source will be useful to sustain 2 existing street outreach programs that are slated to run out of funding by 6/30/24. Staff suggests \$170,000 to support one street outreach program for two years at minimum. Both programs combined would be up to \$400k.
- Staff sees a need for services coordination and systems support (CoC staff) to ensure we can effectively run the CoC and our programs. Funding set aside for administration doesn't cover our costs and we usually share this with agencies.

Jenni presented outcome data for 6 outreach programs that operate either entirely in Pasadena or partially in Pasadena for 1 year and across 3 years (Safe Haven and PORT not included in 3 year data because they weren't in operation). Not all of these programs are funded through the CoC. Jenni also presented HUD SPM data on how Pasadena's outreach programs are doing compared to the other CoCs in the county. Pasadena's positive outcome rates have been increasing over the past 3 years. Pasadena's data is higher than Glendale and Los Angeles. Long Beach's data is much higher than the national standard and drastically different than all other CoCs, which is likely due to how participants are being enrolled.

Dan asked about HHAP-3 funding allocations as it relates to the Homelessness Plan. He noted that we should have funding available after the plan is completed to address the new outcomes and strategies so we aren't continuing to fund the same programs. Tammy if the funding for CoC staff it would be used to sustain

the current support to expand and how would the sustainability of this would work. Jenni advised this would not be for new staff. We do have one vacant position right now, but we do not have additional plans to expand staffing further. Staff are all grant-funded positions with a combination of renewal and one-time funding. While we have funding on the table, we want to consider the sustainability of existing positions for additional years. We don't always see planning and coordination for CoC staff as an eligible cost, but it is for HHAP-3. Right now we have funds to carry us through 2025, but we would like to take advantage of the opportunity to keep us staffed not knowing what is coming down the pipeline in the future.

Tammy asked if the proposed allocation for street outreach is an either/or. Jenni and Diana confirmed that If the Board allocated \$400,000, it would be to support both street outreach programs for 2 additional years and the minimum of \$170,000 would be to support at least 1 program for 2 years. Tammy advised that street outreach is a priority for her. Will agreed with Tammy's statement and advised that sustaining existing programs should be something we prioritize if they are supporting successful outcomes. Services coordination would likely fund staff at an agency. Anything smaller than \$100,000 would be wrong sized and may not be meaningful to the agencies. Will commented that we should have at least something allocated for prevention or rapid rehousing given the lifting of eviction moratoriums. Jenni advised for the upcoming fiscal year, staff will be going to Council in two weeks to authorize contracting with agencies for \$300k in HHAP-1 for prevention. We have been able to use ESG funds throughout the pandemic to support extra prevention efforts in addition to the State's program, and we are also using \$150,000 in ARPA funding allocated to the City to sustain and expand the programming that we are contracted with Housing Rights Center for.

Areta Crowell provided public comment noting that she would like to see more detail of what funding is currently available for rapid rehousing, prevention, and emergency housing. Areta also asked how much funding is allocated for emergency shelter (separate from BWS) in the coming year.

Dan motioned to allocate HHAP-3 funding as follows with the allocation to be reviewed for any changes following the approval of homelessness plan:

- \$130,000 for the homelessness plan
- \$81,121 for youth set-aside
- \$56,784 for administration
- \$400,000 to street outreach
- \$100,000 for services coordination
- \$43,301.81k for systems support

Will Watts seconded Dan's motion.

- In favor: Dan Davidson, Jhoana Hirasuna, Tammy Marashlian, Cory Patterson, Will Watts, Sieglinde von Deffner. (6)
- Opposed: None
- Abstain: None
- Absent: Margie Martinez (1)

Action Items:	Person(s) Responsible
Staff to submit final HHAP-3 application to the state by 6/30/22	Diana Trejo
Staff to bring back HHAP-3 allocation to be reviewed by the Board for any changes following the approval of the homelessness plan.	Jennifer O'Reilly-Jones, Diana Trejo

Next Meeting

When End of May/beginning of June – Diana to send a Doodle Poll in the coming weeks.

Where TBD