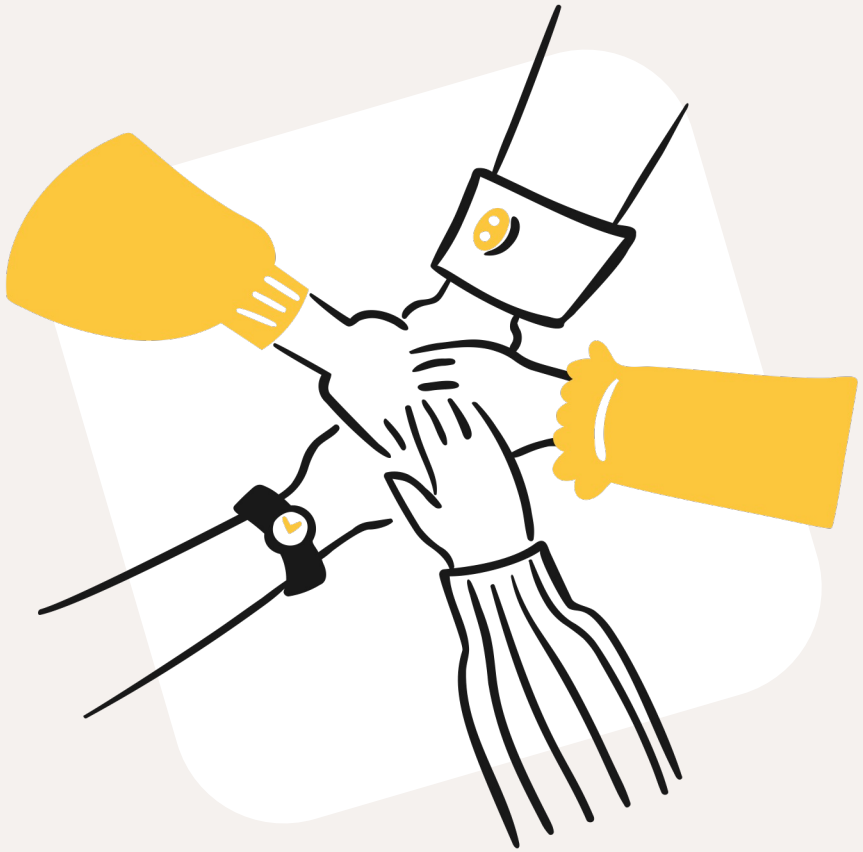
5-Year

Homelessness Plan

Pasadena Continuum of Care (CoC)



Pasadena Continuum Of Care

One of the 400+ homelessness planning bodies designated by the U.S. Department of Housing and Urban Development (HUD) to directly receive federal funding. This has evolved to include state and local funding.

PURPOSE

The CoC is the primary planning entity and coordinates resources for people experiencing homelessness.

WHO IS IN THE COC?

Network of local stakeholders, service providers and community members, systems partners, City of Pasadena Departments

CITY'S ROLE

Managed by Housing Department
Legal and fiscal entity
Staff oversee grants and programming

Homelessness Plan

Why Now?

The State made funding available to update the CoC's Homelessness Plan to making homelessness rare, brief, and non-recurring in Pasadena.

Purpose

The intention of this process is to develop clear goals and strategies grounded in evidence-based best practices to help reduce homelessness in the City.

The plan will serve as a roadmap for addressing the homelessness crisis in Pasadena.

Community Engagement

The Homelessness Plan is the result of robust a robust community engagement process, with input from over 400 community members.

216

Survey Responses

Feedback from the community at large was received through an online survey

9

Interviews

Ten regional & system partners provided feedback during nine targeted interviews

8

Focus Groups

57 people with lived experience informed the needs assessment during eight focus groups

9

Listening Sessions

106 stakeholders offered feedback in four listening sessions with CoC members & five City Commissions

5

Workgroups

54 people developed goals and strategies to address the community engagement findings in 5 planning workgroups

HOMELESSNESS PLAN

Action Areas

The Homelessness Plan is built around five action areas, with goals and strategies for each area.

SYSTEMWIDE PLANNING

EQUITY & RESPECT

CRISIS RESPONSE

HOUSING & SUPPORTS

PREVENTION

Quantitative Targets

As part of the broader planning process, the following quantitative targets have been established to be achieved by 2028.

Systemwide Planning

50% reduction in the number of people experiencing homelessness annually

Equity & Respect

Parity in access and outcomes for marginalized groups compared to other participants.
Parity in lease up + retention for Black participants
Parity in access for Hispanic + Latino participants

Crisis Response

Year-round shelter beds for 80% of people who are unhoused on any given night

Housing & Supports

1,215 people permanently housed

Prevention

15% reduction in inflows

SYSTEMWIDE PLANNING

Systemwide Planning

The Systemwide Planning action area consists of five goals that create a comprehensive, sustainable approach to addressing homelessness.

1. Address system needs
2. Increase collaboration at all levels
3. Mental health & substance use services
4. Support the homeless sector workforce
5. Increase affordable housing supply

Goal 1

Address System Needs

The homelessness plan's ambitious targets will require investments in:

1a 150 permanent housing units

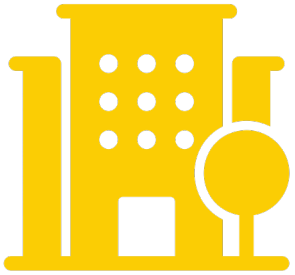
1b 70 year-round shelter beds

1c Online resource center

Systemwide Planning

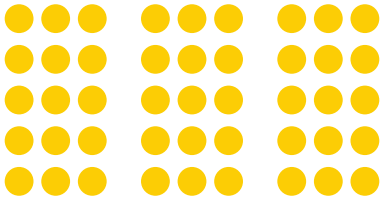
1a

Invest in 150 additional units of permanent housing



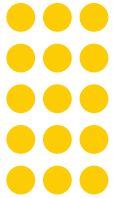
New Site-based PSH Projects

90 units
Leased up by 2027



45 Permanent Housing Vouchers

15 annually
Starting in 2024



New RRH Program

15 vouchers
Leased up by 2025

Systemwide Planning

2022 Annual Count

Unduplicated count of people who experienced homelessness in Pasadena in 2022.

1,208*

Emergency Shelter participants

Transitional Housing participants

Street Outreach participants

Service Only participants who were homeless

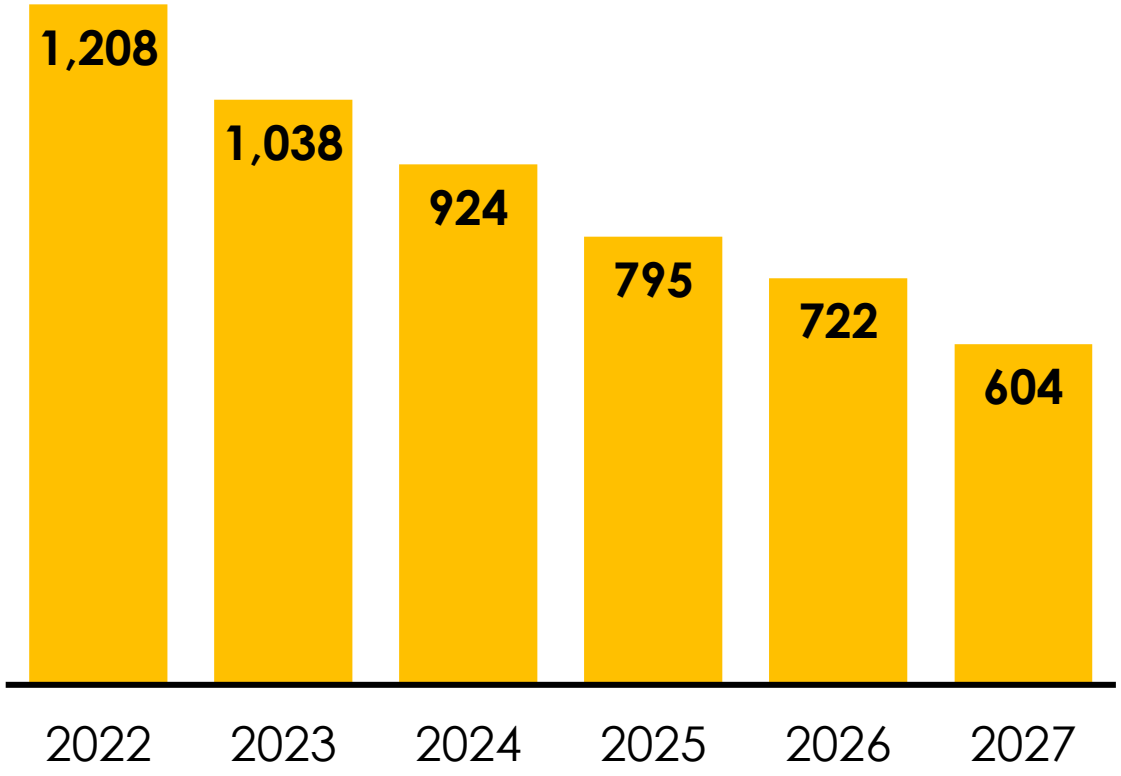
Rapid Rehousing participants (2022 entry)

Permanent Supportive Housing participants (2022 entry)

Coordinated Entry participants (who were homeless)

Systemwide Planning

50% Reduction in Annual Homelessness



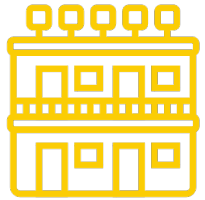
15% reduction in inflows

1,215 people permanently housed

Systemwide Planning

1b

Invest in 70 new year-round shelter beds



Maintain 20 Motel Vouchers

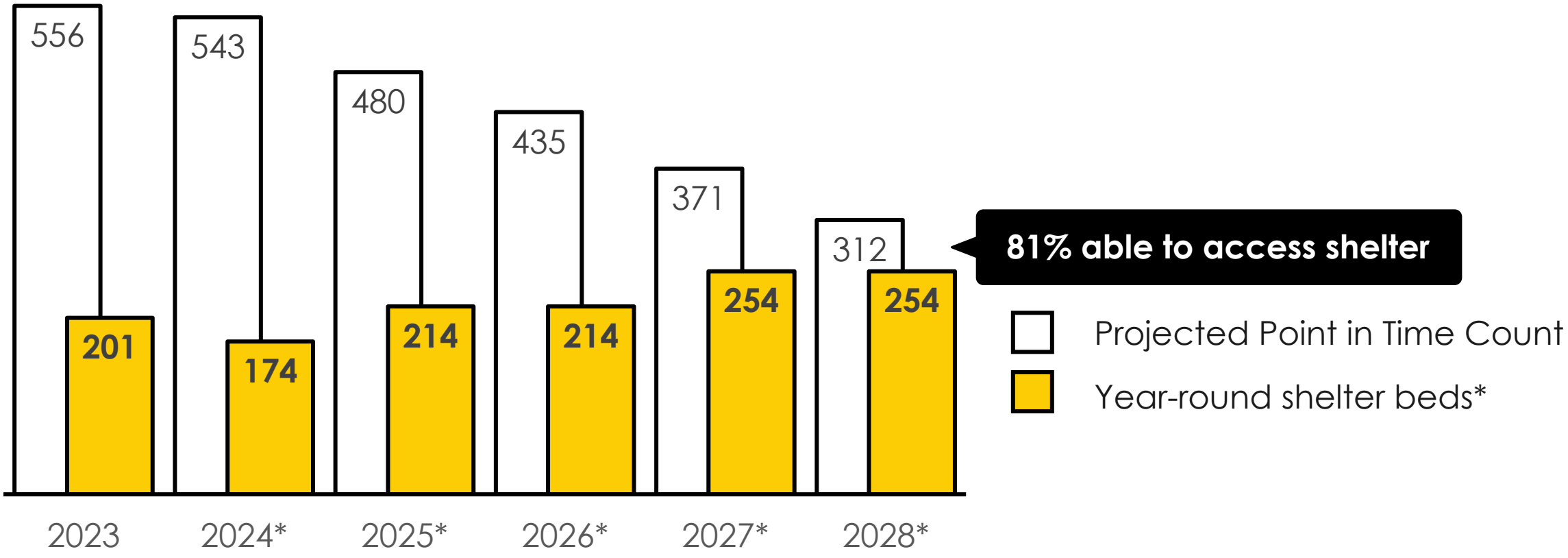
Work with agencies to maintain 20 year-round vouchers

2 New 25-Bed Shelters

Could include purchasing or master leasing a motel and/or a tiny village

Systemwide Planning

80% of people able to access shelter
on any given night by 2028



** Does not include seasonal shelter beds*

Systemwide Planning

1c

Invest in an online resource center

Streamlined access to supports

Coordinated entry system (CES)
Prevention resources
Emergency shelter

Centralized resource on discrimination

Section on tenant rights
Info on what qualifies as housing discrimination
Low-barrier survey for reporting discrimination

Empowers support networks

Community members and advocates
Trusted networks and institutions
System and regional partners

Systemwide Planning

Goal 2

Increase collaboration at all levels

CoC
Create a unified approach to ending homelessness through four new action-oriented committees and the Built for Zero initiative.

City
Bolster City collaboration through quarterly inter-departmental meetings on homelessness.

Community
Establish a Community Education Ad Hoc committee to advocate for homelessness-related policies & work towards decriminalizing homelessness.

Regional & System Partners
Improve coordination with regional and system partners for more effective & comprehensive support for unhoused people.

Systemwide Planning

Goal 3

Expand access to mental health and substance use services

Advocate for Low-Barrier Services
Centered on harm-reduction at the City's proposed health & mental health facility

Street Medicine
Build partnerships with existing regional teams and invest in local street medicine

Identify New Access Pathways
For mental health and substance use services through collaborative partnerships

Continuity of Care while in Treatment Programs
Ensuring a smooth transition upon exit

Systemwide Planning

Goal 4

Strengthen the homeless sector workforce

Reduce administrative burden for service provider staff

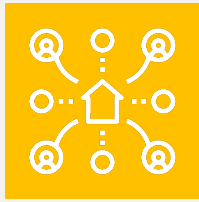
Advocate for workforce housing

Create career pathways for people with lived experience

Systemwide Planning

Goal 5

Increase the supply of affordable housing in Pasadena



Advocate for an increase in HUD's project-based voucher cap from 30% to 50% locally

Promote increasing the supply of affordable housing in Pasadena

Maintain the existing supply of affordable housing

Systemwide Planning

EQUITY & RESPECT

Equity & Respect

The Equity & Respect action area aims to address the disproportionate representation of marginalized groups among people experiencing homelessness.

6 Support equity-focused leadership

7 Improve response system to discrimination

8 Strengthen support for marginalized groups

9 Measure progress in improving equity

Goal 6

Create infrastructure to support equity-focused leadership

Establish an Equity Committee
to assess and reform policies and practices

Promote Lived Experience Leadership
New Advisory Board
Lived experience peer advocate programs
Board representation
Compensation policy

Ongoing Training
Focused on racial equity, cultural competency, and trauma-informed care
Tailored to individual roles

Equity & Respect

Goal 7

Strengthen the process for reporting & responding to unfair or discriminatory treatment

Create section in online resource center on housing discrimination

Low-barrier online survey for program participants

Strengthened CoC response mechanisms to reports of discrimination

Systemwide Planning

Goal 8

Strengthen Support for Marginalized Groups

Black Communities
Educational materials on tenant protections
Tailored housing resource toolkits
One-on-one housing navigation
Advocacy for "Fair Chance to Housing" protections
Ongoing housing retention support

Hispanic and Latino Communities
Culturally relevant outreach
Promote diverse staff hiring & fluent Spanish Speakers

Other marginalized groups
Prioritize accessibility in programs, policies, and housing
Require client-driven trauma-informed care
Flexibility for rental and financial assistance
Lease-up support for families & multigenerational households
Cross-system partnerships to ensure wrap-around supports

Equity & Respect

Goal 9

Measure progress in improving equity

Ongoing Disparity Analyses

Analysis of disparities in language access

Measure progress in eliminating disparities

Foster community education

Equity & Respect

CRISIS RESPONSE

Crisis Response

The crisis response system plays a vital role in providing support to people experiencing homelessness, offering a range of services such as shelter, street outreach, and resources that meet people's immediate needs.

10 Strengthen response coordination & referrals

11 Target outreach to equitably meet the needs of unsheltered people

12 Strengthen & expand emergency shelter & interim housing programs

13 Ensure shelters are safe, secure, and clean

14 Strengthen & increase access to essential services

Crisis Response

Goal 10

Strengthen the Response Coordination & Referral System

Streamline service access through online resource center

Strengthen collaboration between crisis response providers

Goal 11

Target street outreach to equitably meet the needs of unsheltered

Person-centered outreach

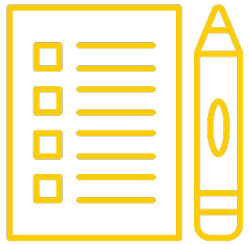
Enhanced collaboration through online platforms & regular meetings

Enhanced quality of data collection, outcome tracking, and reporting

Crisis Response

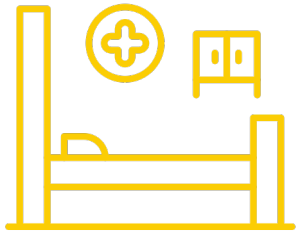
Goal 12

Strengthen & expand emergency shelter & interim housing



Reduce barriers to shelter through eligibility criteria and voluntary supportive services

Encourage safe & appropriate shelter diversion supported by county problem-solving funds



Advocate for the creation of recuperative care (medical respite) beds

Systemwide Planning

Goal 13

Ensure shelters are safe, secure and clean

Develop quality assurance standards

Increase storage opportunities

Foster relationships with motel owners

Ensure standards are met at facility-based shelters

Goal 14

Strengthen & increase access to essential services

Develop partnerships with trusted networks and institution

Identify permanent service locations and co-locating services

Expand the number of safe parking program sites

Equity training for essential service providers

Crisis Response

HOUSING & SUPPORTS

Housing & Supports

Housing and supportive services play a critical role in people's pathways to permanent housing, providing a stable and secure living environment that enables people experiencing homelessness to achieve long-term stability and self-sufficiency.

15 Improve the Coordinated Entry System

16 Strengthen lease-up support

17 Strengthen and expand permanent housing programs

Housing & Supports

Goal 15

Improve the Coordinated Entry System

Ensure equity in administration through training & formalized process for case conferencing

Strengthen education on & transparency of CES

Increase access to CES through online resource center, multi-service center, & increased community awareness

Goal 16

Strengthen Lease-Up Support

Develop a housing resource workshop or toolkit

Strengthen & expand landlord support

Develop professional landlord marketing materials

Crisis Response

Goal 17

Strengthen and Expand Permanent Housing Programs

Expand housing programs

Invest in 150 additional permanent housing units

Promote shared housing and master leasing to increase rental options

Generate support for new funding sources

Ensure adequate supportive services

Strengthen system partnerships

Maximize funding streams

Peer advocate programs

Move-On Support

Formalized moving-on programs

Sustained services

Housing & Supports

PREVENTION

Prevention

Prevention programs address the underlying factors that lead to housing instability, intervening before people experience homelessness. By providing early support and resources, prevention initiatives help households facing a housing crisis maintain stable housing and avoid the trauma of homelessness.

18 Establish a Prevention Committee

19 Reduce inflows to homelessness

20 Strengthen tenant supports

Goal 18

Establish a Prevention Committee

To create a unified effort and drive local prevention strategies, the CoC will establish a cross-sector Prevention Committee.

Prevention

Goal 19

Enhance Prevention Efforts

Increase access to prevention services
Online resource center
Targeted outreach

Target support to people most at-risk of becoming homeless
Assess local needs
Develop a prevention prioritization mechanism
Co-location of services
Meet non-financial needs
Prevention & Equity Committee collaboration

Prevention

Goal 20

Reduce Inflows to Homelessness

Bolster discharge planning coordination with upstream system partners

Support hospitals and foster care system in improving discharge planning for people at-risk of homelessness

Strengthen the connection between prevention services and reentry and probation providers

Strengthen tenant supports

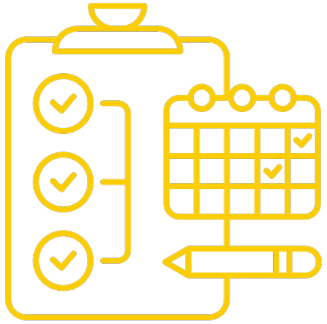
Increase community awareness of legal services

Offer information on tenant protections in the online resource center

Advocate for stronger tenant protection policies

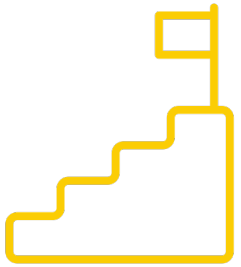
Prevention

Next Steps



Implementation Plan

Staff will work to develop an implementation plan.



Measuring Progress

Progress toward the plan's targets will be closely monitored on an ongoing basis.