

## REHABILITATION

### Homeowner and Rental Rehabilitation: (2005-20010)

- Provide financial assistance for the rehabilitation of **750** affordable units (rental and ownership).
- The City's Homeowner/Rental Rehabilitation programs will provide subsidies to qualified borrowers to obtain financing from conventional lenders for home improvement loans. Assistance will be provided to **690 households under the Homeowner Rehabilitation; and 40 households will be assisted under the Rental Rehabilitation program.**
- The City will continue to support local non-profit housing agencies/organizations and City administered projects: Maintenance Assistance Services to Homeowners (MASH) and Code Enforcement Task Force (inspections) in housing rehabilitation and preservation efforts. At least 500 households will receive assistance through these programs.

### Accomplishments: (2005 - 2006 PY):

The Maintenance Assistance Services to Homeowners Program (MASH) program provided exterior housing rehabilitation and minor/major home repair services to **40 households**.

Services provided through the MASH Program included the removal of 111.25 tons of debris, exterior house painting of 25 homes, and lead-based paint stabilization; screen/window replacements, accessibility conversions, tree trimming and yard work, minor repairs. The MASH program received \$620,000 in CDBG funds and focuses its activities in the CDBG Benefit Service Area. Services are provided to low/moderate income single-family homeowners, seniors and/disabled heads of households.

Code Enforcement Task Force (Inspections) – The Code Enforcement Task Force is a project sponsored by the City of Pasadena. Project services include the provision of proactive and systematic code compliance inspections of properties in the CDBG Benefit Service Area of the City. Typically, at least 75% of all cases are abated within 60 days or less. This year, the Task Force conducted **5,487** property inspections. Inspections include single family and multi family units, vacant lots, and buildings.

Pasadena Neighborhood Housing Services (PNHS) - Neighborhood Impact Program provides single-family housing rehabilitation services in the CDBG Benefit Service Area to income eligible homeowners. PNHS provided six (6) major rehabilitation loan projects; twenty (20) Emergency Minor Home Repair projects (grants) and 14 Free Paint-Up projects (grants). A total of **40 households** received assistance during this reporting period. PNHS received \$198,000 in CDBG Entitlement funds.

50 E. Green Street (The Green Street Hotel) - This project involves the rehabilitation of a 139 unit rental complex for very, low income seniors). The financial agreement between the owners and

the Pasadena Community Development Commission will provide (138 rental units) for the purchase and extension of affordability covenants and completion of exterior and common area renovations

Rebuilding Together\*Pasadena: Rebuilding Together provides minor housing rehabilitation services (free of charge) to local residents (low income, seniors, households with disabled persons, special needs). The Pasadena Chapter is the local branch of the national organization formerly known as Christmas in April. Annually, the Pasadena Community Development Commission provides financial support to this local effort. During this reporting period \$60,000 was provided in local dollars. The agency served over **12 households** in the target area and assisted three (3) local non-profit agencies with deferred maintenance items. Project services included the following kinds/types of work items: door/window repair/replacement, electrical upgrades/repairs, plumbing, roof replacements/repairs, flooring, painting (exterior/exterior) yard cleaning, flooring.

**Accomplishments: 5,718 households/units received Homeowner and/or Rental Rehabilitation Assistance during this program year.**

Uses of other Available Resources:

- The Housing/Community Development and Code Enforcement Partnership:

Housing/Community Development will continue to support and strengthen the partnership with Code Enforcement in its efforts to:

- 1) identify code violations in residential structures;
- 2) provide financial assistance directed at correcting code violations; and
- 3) provide information to residents as to the availability of services and resources in the community.

Funding made available for the Code Enforcement Task Force includes \$244,048 in CDBG funds. The Code Enforcement Task Force conducted over **5,487 inspections** during the reporting period. Inspection activities include residential properties, vacant lots/buildings, and commercial structures. Approximately 75% of all complaint properties are abated within 60 days of notification having been issues to respective property owners.

### **PROJECTS IN PROGRESS**

The following is list of housing rehabilitation projects in progress:

877 N. Orange Grove Blvd.: (*New Revelation*) four (4) affordable units – New Revelation Church (a local faith based non-profit) will rehabilitate four (4) rental units that will be made available to very-low/ low-income tenants. The property will be covenanted for 55 years. The Owner Participation Loan Agreement (OPLA) was approved on June 21, 2004 by the Pasadena Community Development Commission (PCDC). \$300,000 in HOME funds has been approved to

support this project. The project is currently undergoing redesign to assign 12 low income persons in accordance with the federal Supportive Housing Program guidelines. Negotiations are underway for an amendment to the approved Owner Participation Loan Agreement.

270 E. Parke Street: *Affordable Housing Services (AHS)* - a local non-profit developer will rehabilitate eight (8) rental units to be affordable to large families; and implement the new construction of four (4) affordable rental units. Unit sizes range from 3 to 5 bedrooms. Stewart B. McKinney Homeless Assistance funds (federal) in the amount of \$499,981 have been awarded to this project from the Supportive Housing Program (SHP). The OPLA was approved by the PCDC in December 2004 providing loan assistance in the amount of \$968,000 (Housing Trust Funds). Construction is anticipated to start after the U. S> Department of Housing (HUD) has executed the required compliance documents.

445 N. Garfield Avenue: (*Garfield Agape Court Apartments*) - This is a 44-unit rental complex for families and includes 11 very, low income units. Beacon Housing is the owner/developer. The PCDC has provided a loan of \$30,200 to be used to upgrade the electrical system.

50 E. Green Street: (The Historic Green Hotel) - 138 unit apartment complex for very low income senior citizens in Pasadena. The Commission has provided assistance to the owners that will result in the extension of affordability covenants and completion of exterior and common area renovation items as approved by City Council.

## **OUTREACH TO DEVELOPERS**

### **NEW CONSTRUCTION AND/OR REHABILITATION**

The Commission makes a Notice of Funding Availability (NOFA) and Request for Proposals (RF) available for developers and community-based housing sponsors to compete for federal funding of affordable housing projects in the following areas:

- New Construction of affordable rental and single-family ownership units.
- Rehabilitation of rental units and owner-occupied housing.
- New Construction or rehabilitation of units for the developmentally/physically disabled.
- New construction or rehabilitation of housing for senior citizens.

The Commission retains a list of interested developers and community-based housing sponsors who are notified upon issuance of the NOFA or RFP. Further outreach is accomplished by announcements at community meetings, through the publication of advertisements and on the Commission's website: [www.ciityofpasadena.net](http://www.ciityofpasadena.net).

Periodically the Commission will host luncheons, informational forums, etc., with local lending institutions in attendance. The objective is to apprise the lenders of the types of developments that the Commission supports and of the need for outside financial assistance. Additionally, the Commission has requested lenders to inform the general public of the various financing products that may be available to partner with local developers in the construction/rehabilitation of local properties.

Recently a luncheon was hosted including construction lenders and developers. The objective was to garner opinions on how the respective groups and the City of Pasadena could better serve each other to achieve a higher and more efficient production of affordable housing. Discussion ensued on how to streamline the process from inception to completion of a project, reduce risk to both the developer and the City, and how to reduce overall project related costs.

Additional discussion opportunities (forums) are planned for the future to ascertain further input to improve housing productivity in our community.

## RENTAL ASSISTANCE

### Rental Assistance: (2005-2010)

Utilizing federal funding, the Housing Choice Voucher Program (HCVP) will provide funding for rental assistance to **1,300** extremely low and low-income families annually.

Rental Compliance Monitoring will ensure owner compliance with long-term affordability covenants for all City-assisted units to provide housing that meets specific occupancy, income and rent guidelines. Six-hundred and fifty (**650**) households will be assisted through this program.

The HOME Tenant-Based Rental Assistance (TBRA) Program will provide rental assistance to extremely low-income individuals and families with special circumstances. Households must be referred by a participating supportive service agency. The assistance is available for a period of twenty-four (24) months. Sixty (**60**) households will be assisted under the HOME TBRA Program.

The Emergency Rental Assistance Deposits (ERAD) program will provide rental assistance to very low and low-income households. One hundred thousand dollars (\$100,000) will provide assistance to at least fifty (50) households.

### Accomplishments and Investments of Available Resources:

The City will continue to utilize funding from the federal government, the U. S. Department of Housing and Urban Development (HUD) and other resources to provide rental assistance to extremely low and low-income families in need of decent, safe and sanitary housing.

### Additional accomplishments of the Rental Assistance Section:

- The Housing Choice Voucher Program (HCVP), formerly the Section 8 Rental Assistance Program, provided rental assistance to approximately **1,315 households** during this reporting period.
- The Section 8 Project-Based Rental Assistance Program – served **6 households**.
- The Rental Assistance Section implemented the Section 8 Public Housing Agency (PHA) Annual Plan as required by HUD.
- The Section 8 Management Assessment Program (SEMAP) was implemented and received a 98% rating.
- Rental Covenant Compliance Monitoring ensures that owners of covenant-restricted rental units comply with regulatory requirements to provide affordable housing to income eligible tenants. During this reporting period **809 households** (covenanted rental dwelling units) were monitored by the City's consultant, Urban Futures, Inc., pursuant to the contract agreement - \$50,000 in local Housing Trust Funds were used to support this project.

- The HOME Tenant-Based Rental Assistance Program (TBRA) provided rental assistance to **28 households** for a temporary period of 24 months. This project was funded with funds from the City's HOME Entitlement funds for the 2005-2006 PY.

**Accomplishments: 2120 households/families received Rental Assistance during this program year.**

## **OUTREACH TO DEVELOPERS/PROPERTY OWNERS**

### **RENTAL ASSISTANCE:**

The Pasadena Community Development Commission (PCDC) provides several opportunities for local property owners to participate in the City's housing activities. These outreach opportunities include:

- The provision of free property management seminars. These seminars are advertised as property management seminars and are targeted to both non-participating and participating property owners and property management companies.
- PCDC publishes a periodic property owner/tenant newsletter that provides program related information.
- New contract inspections are conducted within 72 hours from the time the Request for Tenancy Approval (RFTA) and all supporting documents are received.
- Property owners may request a Housing Quality Standards (HQS) inspection to ensure that HUD required housing standards are met before selection of a tenant.
- Housing Choice Voucher Program (HCVP) tenants may receive credit/budget counseling as well as information related to the tenant's responsibilities as a renter.
- Housing Mediation services are available to property owners and tenants to foster early resolution to housing related problems and/or fair housing issues. These services are provided through the Housing Rights Center (HRC), a local non-profit agency. HRC contracts with PCDC/City of Pasadena for the provision of these services.
- All participating family members are eligible for career/job development counseling, information assistance and referrals. Program participants will receive professional guidance to develop and implement an individualized opportunity plan.

The Office of the City Manager, Housing/Community Development will continue its efforts to promote and support the City's rental assistance programs.

## **HOMEBUYER ASSISTANCE AND EDUCATION: (2005-2010)**

Provide assistance to **70** low and moderate-income homebuyers under the Homeownership Opportunities Program (HOP).

Provide assistance to **65** low and moderate-income homebuyers through the Federal National Mortgage Association (Fannie Mae) Down Payment Assistance Investment Note (DPAIN). *(This program was terminated in the 2002-2003 PY due to the availability of more advantageous lower interest rates, conventional financing, etc., however the goals will be obtained through other programs).*

Provide assistance to **20** homebuyers under the Mortgage Credit Certificate (MCC) Program.

Provide assistance to **50** homebuyers through the California Cities Home Ownership Authority (CCHOA) Lease to Purchase Program.

Continue to provide the First-Time Homebuyers' Education and Assistance Program in conjunction with local non-profits and local lenders.

### Accomplishments and Investments of Available Resources:

The Homeownership Opportunities Program (HOP) leverages private resources to make homes affordable citywide for eligible low and moderate-income individuals by providing low interest second trust deed loans. The HOP creates both partnerships with developers who earmark a predetermined number of units in a new housing development for low and moderate-income buyers and/or lenders who commit to first trust deed loans if the City provides subordinate financing. The program is funded with HOME and American Dream Downpayment Initiative (ADDI) funds, State CalHome funds, local Housing Trust Funds, and local Inclusionary Housing funds. The financial assistance is in the form of a second trust deed loan.

No Homeownership Opportunities Program funds were expended during the PY. However, three **(3) prospective homebuyers** who submitted HOP loan applications are expected to receive approval for assistance in the first quarter of the 2006-2007 program year.

The Mortgage Credit Certificate (MCC) Program: The Pasadena Community Development Commission has been a participating agency in the County of Los Angeles' Mortgage Credit Certificate (MCC) Program since 1992. The MCC assistance is in the form of a federal income tax credit. The tax credit increases the borrowers' effective income thereby allowing more available after-tax income to qualify for a mortgage.

No homebuyers were assisted through the MCC Program during this program year.

California Cities Home Ownership Authority (CCHOA) Lease to Purchase Program: This program provides financial assistance to homebuyers via the opportunity to lease a home with an option to purchase within three years. The participant household, in consultation with CCHOA, chooses a



home that CCHOA will purchase on their behalf. The signed lease allows the household, upon financial qualification, to assume the CCHOA loan and take title to the home at no additional cost anytime during the three (3) year period.

The First-Time Homebuyers' Education Program: Pasadena Neighborhood Housing Services, Inc. (PNHS) administers the First-Time Homebuyers' Education Program. This program provides comprehensive educational classes and counseling to lower-income renters in order to purchase ownership units in the City. Program services also include the financial prequalification of potential first-time homebuyers. Industry professionals provide the education and prequalification services.

During this program year over **367 prospective homebuyers** successfully completed the PNHS Homebuyer Education Program.

**Accomplishments: 400 clients successfully completed the PNHS homebuyer education program during this reporting period.**

## **HOUSING INCENTIVES**

### **Housing Incentives to Property Owners, Developers/Sponsors and Lenders**

A method for implementing the City's affordable housing strategy focuses on providing economic incentives to property owners, developers and lending institutions to create operate and finance new and/or existing affordable housing developments with emphasis on nonprofit organizations that provide long-term affordability.

1. Notice of Funding Availability (NOFA) and Request for Proposals (RFP) for affordable housing activities including new construction, substantial rehabilitation, homeownership and special needs, will provide the City and interested developers/sponsors opportunity for competitive selection and financing of an affordable housing project anywhere within the City limits. The criteria for project/program selection and funding allocation under the NOFA or RFP will be designed to address the City's priority housing needs and thereby generate a varied array of projects/programs consistent with the mandated purpose, housing type, housing assistance, accessibility requirements or land use stipulated therein. \$13.5 million (\$2 million LMI/HTF, \$6.5 ACF, \$5 million HOME) shall assist two-hundred fifty (250) low and moderate-income units.
2. Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG) and Human Services Endowment Fund (HSEF) funds shall also be distributed through a separate RFP process to provide resources for major/minor housing rehabilitation, community development, economic development, code enforcement, capital improvements, and the provision of human services including fair housing services, which benefit low-income households, eliminate slums and blight and/or address an urgent need. \$4 million in CDBG funds shall assist in the rehabilitation of five-hundred (500) units.
3. The Rental Rehabilitation Program (RRP) shall provide loan assistance for the rehabilitation of rental properties that are to be occupied by extremely low and low-income tenants who are paying affordable rents. The loan interest rate is usually 4% or less and the repayment schedules are based on the projected cash flow. A rental covenant to maintain rent affordability is also enforced during the loan term. \$1 million in HOME funds will assist the rehabilitation of forty (40) rental units.
4. California Housing Finance Agency's (CHFA) Housing Enabled Local Partnership (HELP) Program shall be utilized to supplement the Rental Rehabilitation Program (RRP). The HELP funds are to be used exclusively for the acquisition, predevelopment, rehabilitation and/or permanent financing needed for affordable multifamily rental housing developments. \$1.9 million (HELP - \$1 million, LMI/HTF - \$305,000, HOME - \$530,000, CDBG - \$81,000) will assist the rental rehabilitation of fifty (50) units.
5. Fee Waiver/Density Bonus shall be used as incentives to encourage the production and development of affordable housing. These financial and non-financial incentives

collectively consist of a) tax and fee waivers, b) reduction or modification of one or more residential development standards, and c) other regulatory incentives or concessions requested by the developer. \$300,000 in fee waivers shall assist development of thirty (30) low-income units.

## HOMELESSNESS AND OTHER SPECIAL NEEDS

### CONTINUUM OF CARE

The City will continue to implement and support its local Continuum of Care strategy. The primary homeless and other special needs goal and objectives are set forth below.

Goal: Implementation of the Continuum of Care which includes outreach/assessment, coordination and collaboration of emergency shelters and transitional housing with supportive services, permanent service-enriched housing and permanent housing, for addressing homelessness and the priority needs of homeless individuals and families in order to meet the housing and supportive services needs of the homeless and at-risk to homeless population including special needs populations.

#### **Continuum of Care (2005-2010)**

Support existing outreach/intake/assessment programs; **7,500** homeless persons will be served.

Support existing emergency shelters and increase the number of emergency shelter beds for families; **3,500** individuals will receive emergency shelter assistance.

Support existing transitional housing programs and increase the number of transitional housing units for individuals; fifty-two **52** households will receive assistance.

Support existing permanent supportive housing programs and increase the number of permanent supportive housing programs for special needs populations; **84** households will receive permanent supportive housing assistance.

#### Accomplishments and Investments of Available Resources:

##### 2003 Continuum of Care – Supportive Housing Programs

On July 14, 2003, the PCDC submitted an application to HUD for \$2.7 million. The application included funding requests for 10 projects. The submitted projects include: 1) Pasadena Community Development Commission (PCDC) for permanent supportive housing; 2 & 3) 2 projects for Serra Project which provides permanent supportive housing for homeless persons living with HIV/AIDS; 4). URDC Human Services Corporation for Casa Maria, which provides transitional housing and supportive services for 13 women and women with children who are recovering substance abusers; 5). Union Station Foundation for Euclid Villa, a transitional housing program for families; 6) Union Station Foundation for 412 Transitional Housing, a transitional housing program for homeless men with substance abuse and/or mental health issues; 7) Pacific Clinics for Passageways, an outreach/intake/assessment multi-service center for homeless persons; 8) PCDC for HMIS, a HUD required computer information, reporting and tracking system; 9) Pacific

Housing Alliance for Centennial Place, which provides supportive services to allow formerly homeless persons to remain in permanent housing; and 10) Homes for Life Foundation (HRL) for Ashtabula Home, a new supportive housing complex for homeless persons with disabilities. Two of the projects, Homes for Life and PCDC permanent supportive housing are both new projects, the rest of the projects are renewals.

On December 27, 2003 HUD conditionally approved funding of \$2.5 million for eight (8) of the requested projects in the annual Stewart B. McKinney Homeless Assistance Competition for the Continuum of Care application (2003). HUD did not fund Homes for Life Foundation/Ashtabula House and Union Station Foundation/Centennial Place Social Services Project.

#### Homeless Management Information System (HMIS)

The City of Pasadena has received a Supportive Housing Program grant from HUD to fund a HMIS program. HUD has mandated that all grantees implement the Homeless Management Information System (HMIS). In order to most effectively implement an HMIS, the City has chosen to undertake a regional approach to data collection. The City is a member of the Los Angeles/Orange County HMIS Collaborative, along with the City of Glendale, the Los Angeles Homeless Services Authority (LASHA), and OC Partnership. These entities represent each of the five Continuum of Care (CoC) systems in the Los Angeles/Orange County region. The final CoC system, the City of Long Beach, was initially part of the collaborative but has since dropped out.

Local homeless providers began entering data into HMIS in April of 2005. Prior to "going live", the Los Angeles/Orange County HMIS Collaborative began contracting directly with the software developer, Adsystem. All currently funded SHP programs are entering data into the HMIS. Outreach to other homeless service providers will continue.

#### 2004 Continuum of Care – Supportive Housing Programs

On July 27, 2004, PCDC submitted an application to the U. S. Department of HUD for \$2.6 million for eight projects. Of the eight recommended projects, seven are renewal projects: Passageways/Pacific Clinics, Union Station foundation/Euclid Villa, Union Station Foundation/Transitional Housing Program, URDC-Human Services Corporation/Casa Maria Transitional Housing Project, Serra Project/CHOISS Program I, Serra Project/CHOISS Program II, and PCDC/Homeless Management Information System (HMIS). The remaining project – PCDC/Permanent Supportive Housing is a new project.

HUD conditionally approved funding for all eight projects on January 25, 2005, and all are under grant agreement. The Permanent Supportive Housing project is being developed. All others are within or have completed that year's funding cycle.

#### 2005 Continuum of Care – Supportive Housing Programs

On June 10, 2005, the PCDC submitted an application to HUD for \$2.6 million. The application included funding for 9 projects, including an application for new Shelter Plus Care Tenant-Based Rental Assistance Certificates and eight renewal applications. The renewal applications were for Permanent Supportive Housing for homeless households (Serra Project CHOISS Program and

Navarro House); Transitional Housing (Union Station Transitional Housing, Euclid Villa, Casa Maria); and Supportive Service projects (Passageways, HMIS).

HUD conditionally approved funding for all 9 projects on December 20, 2006.

#### 2006 Continuum of Care

On May 26, 2006 the PCDC submitted an application to HUD for \$2.4 million for ten projects. Of the ten recommended projects, nine are renewal projects (listed by sponsor/project): Pacific Clinics/Passageways; Union Station Foundation/Euclid Villa; Union Station Foundation/Transitional Housing Program; URDC/Casa Maria; Serra Project/CHOISS Program I; Serra Project/ CHOISS Program II; Affordable Housing Services/Navarro House; the Commission/HMIS; and Commission/Renewal Shelter Plus Care. The only new project is Commission/Shelter Plus Care Certificates.

Transitional Housing – Transitional Housing programs in the City of Pasadena include Union Station Foundation (Euclid Villa) - assisted **56** clients; Urban Revitalization Development Corporation (Casa Maria), assisted **31** clients; and Union Station Foundation's Transitional Housing program, assisted **96** clients this year. These projects provide transitional housing for homeless persons for up to two (2) years. Case management services are provided to residents both on-site and at off site facilities. Residents are linked to rehabilitative services that include health care, mental health care interventions, employment services, childcare, transportation, individual and group counseling, and life skills training designed to prepare clients for permanent housing and/or permanent affordable housing.

**Accomplishments: 183 clients were assisted through Transitional Housing.**

Permanent Supportive Housing (SHP) - Permanent Supportive housing opportunities are offered to clients through the City's Supportive Housing Program. Clients are able to receive tenant-based rental assistance and permanent supportive housing in a private dwelling unit or in a congregate living environment. The Serra Project provides permanent supportive housing that is linked to ongoing supportive services (on-site and/or off-site) and designed to allow individuals and families to live at a residence for an indefinite time. The Serra Project assisted **20 clients** during this reporting period. Navarro House (sponsored by Affordable Housing Services (AHS), a local non-profit housing/social service agency) provided **6 units** of permanent supportive housing to residents recovering from substance abuse.

A new project, Hestia House, sponsored by Pacific Clinics provided **8 units** of permanent supportive housing.

**Accomplishments: 34 persons received assistance under the Permanent Supportive Housing programs this program year.**

## Passageways

Outreach/Intake and Assessment Center - Passageways is the point of entry into the City of Pasadena Continuum of Care. Passageways provides emergency outreach services on the street to link homeless persons to its intake and assessment centers. On going case management is also provided to individuals or families until engagement with the Continuum of Care is achieved, or no longer appropriate. Individuals and families include those who are currently homeless and living on the streets or living in other places that are not appropriate for shelter.

**Accomplishments: 1,056 units of service were provided by Passageways during this reporting period.**

## CITY OF PASADENA - 10 YEAR STRATEGY TO END HOMELESSNESS

Beginning in February 2004, the City of Pasadena in collaboration with the Housing and Homeless Network embarked upon a 12-month series of Working Group meetings in order to develop a 10-Year Strategy to End Homelessness. The Working Group is made up of members of the Housing and Homeless Network and is strengthened by participation of stakeholders from throughout the community, including business districts, coalitions/committees, currently or formerly homeless persons, neighborhood associations, faith-based associations, corporations, non-profit agencies, elected officials, and non public and private funders. The Working Group meets monthly to examine various strategies, both public and private, to effectively deliver existing and new assistance to the city's homeless and at risk of becoming homeless population. public and private The completed 10-Year Strategy to End Homelessness was approved by the City Council on July 25, 2005.

The City Council, acting as the Community Development Commission, approved the City of Pasadena 10-Year Strategy to End Homelessness on July 25, 2005. The 10-Year Strategy is intended to be a living document. Programs and strategies developed as part of the 10-Year Strategy will have specific outcomes attached, and these programs, strategies, and outcomes will be reassessed annually to ensure that they are effective.

The 10-Year Strategy identifies four (4) primary strategies that must be implemented if the City of Pasadena is going to end homelessness within its jurisdiction. These strategies include:

1. Ending chronic homelessness;
2. Supporting existing homeless services;
3. Expanding existing homeless services;
4. Strengthening homeless prevention efforts.

Priorities and specific annual objectives that will be addressed each year to implement these strategies will be outlined in an Annual Action Plan. This Annual Action Plan will identify the project, the strategy the project supports, outcomes identified, budget and sources of funding. The Annual Action Plan for the first year of the 10-Year Strategy follows.

### **Step 1. Strengthen Public/Private Partnership**

The City of Pasadena will strengthen the public and private partnership that currently addresses homelessness within its jurisdiction.

#### **Action:**

Hire a "Homeless Coordinator"

#### **Strategy Supported:**

Ending Chronic Homelessness; strengthening homeless prevention efforts



**Project Description:**

The City of Pasadena will hire a Homeless Coordinator to help strengthen the efforts of the Pasadena Housing and Homeless Network (Network), which is the public and private partnership that currently addresses homelessness, by helping to implement the recommendations of the City's 10-Year Strategy to End Homelessness. The Homeless Coordinator will coordinate the Good Neighbor Program, and the Discharge Planning Policy.

**Funding Sources:**

Housing Opportunities Fund- \$81,000

**Outcomes:**

- The Discharge Planning Program will be implemented.
- The Good Neighbor Program will be implemented.

**Step 2. Prevent Households from Becoming Homeless**

The quickest and most efficient way to end homelessness is to prevent homelessness from happening in the first place.

**Action:**

Implement the Good Neighbor Program

**Strategy Supported:**

Strengthening Homeless Prevention efforts

**Project Description:**

A public and private "Good Neighbor Program" partnership will increase the number of community groups/individuals and the amount of resources available to prevent households at-risk-to-homelessness from losing their housing and becoming homeless. Under the direction of a "lead agency," local congregations, neighborhood associations and groups, other local community groups and individuals, and local government representatives would be the core supporters of a "Good Neighbor Program" and share in the responsibility of preventing at-risk-to-homelessness households from becoming homeless within their immediate neighborhood.

Neighboring groups and individuals would supply the Good Neighbor Program "lead agency" with homeless prevention resources such as food, clothes, and private funding for utility and/or rental assistance. Neighboring groups and individuals would also help their neighbors receive help by directing them to the Good Neighbor Program lead agency for homeless prevention resources. In addition, they could also help their neighbors receive help by implementing a city-wide homeless prevention communication strategy.

**Funding Sources:**

HOME Program-	\$100,000
Emergency Shelter Grant (ESG) Program-	\$ 50,000
Community Development Block Grant (CDBG) Program-	\$ 25,000

**Outcomes:**

- Five hundred (500) households who are most-at-risk of becoming homeless will receive supplemental resources through the Good Neighbor Program and maintain their housing.

**Action:**

Implement Discharge Planning Program

**Strategy Supported:**

Strengthen Homeless Prevention Efforts

**Project Description:**

The purpose of developing and implementing a Discharge Planning Program is to prevent persons being discharged from publicly and privately funded institutions or systems of care into homelessness. Discharge planning prepares a homeless person while he/she is still in an institution to return to the community and provides links for that individual to receive essential housing and services, including enhancing and expanding their treatment options and effectiveness. The Homeless Coordinator will work with public and private systems of care in the community to implement the Discharge Planning Program.

**Funding Sources:**

Supportive Housing Program (SHP) Grant-\$132,700

**Outcomes:**

- In the first year of implementation, a baseline number of persons being discharged will be determined through the Homeless Management Information System (HMIS) and by working with the public and private systems of care. The number of persons being discharged into homelessness will be decreased by 10% each year in subsequent years.

**Step 3. Eliminate Chronic Homelessness**

**Action:**

Expand Street Outreach Efforts

**Strategy Supported:**

Eliminate Chronic Homelessness

**Project Description:**

An additional street outreach team consisting of a Street Outreach Worker and Health Care Outreach Worker would provide services primarily to the chronically homeless. This street outreach team would compliment existing street outreach teams that provide mental health and general case management services.

**Action:** Increase the Number of Units of Permanent Supportive Housing

**Project Description:**

Permanent supportive housing recommended in the 10-Year Strategy includes a "Safe Haven," Shelter Plus Care, and efficiency units for single room occupancy.

In the first year, the City will implement 6 new units of permanent supportive housing and increase Shelter Plus Care certificates from 45 to 60.

**Action:**

Implement First Step Recovery Program

**Strategy Supported:**

Eliminate Chronic Homelessness

**Project Description:**

The First Step Recovery Program will provide an alternative to the cycle of arrests and releases for the homeless chronic substance abuser. A homeless person who is arrested for public intoxication may be brought to the First Step Recovery Program rather than jail by a police officer. The program will have 15 beds, two of which will be available for law enforcement on a 24 hour basis. It will provide intensive case management and a place for the client to stay for up to five days, with extensions made on a case-by-case basis, before moving to a rehabilitation facility.

**Funding Sources:**

Substance Abuse & Mental Health Services Administration (SAMHSA) Grant-\$400,000

**Outcomes:**

- The number of chronically homeless persons living on the streets of Pasadena will be decreased by 10% each year.