

III. Implementing A Strategy to End Homelessness

A. Introduction

In order to end homelessness in Pasadena, the Pasadena Housing and Homeless Network (Network) first divided the city's homeless population into three (3) groups of persons (made up of families and individuals) who generally need supportive services (i.e., employment, health care, public benefits assistance, mental health care, etc.) through case management and in order to obtain and/or remain in affordable housing.

The three (3) groups of persons are:

1. Families and Individuals who are presently housed but are at-risk-to-homelessness;
2. Families and Individuals who are 1) living on the streets; and 2) in shelters and transitional housing programs (including those that serve victims of domestic violence and foster care youth);
3. Families and Individuals who were homeless and obtained permanent affordable housing but remain at-risk-to-homelessness.

B. Findings and Recommendations

The Pasadena Housing and Homeless Network (Network) compiled a list of findings and recommendations concerning each of the three (3) groups of at-risk-to-homelessness and homeless persons noted above. Findings and recommendations concerning the first of the three groups are as follows.

1. Concerning Families and Individuals who are presently housed but are at-risk-to-homelessness

Findings

There are four (4) key findings concerning at-risk-to-homelessness persons. The **first finding** is that there are approximately 50,000 adults and children living in Pasadena that are members of households with an estimated household income of less than \$25,000 according to the 2000 U.S. Census. Many of these households are at-risk-to-homelessness. Of these 50,000 persons, nearly 30,000 are members of households with an estimated household income of less than \$15,000. These households are the most at-risk-to-homelessness.

What makes these households at-risk-to-homelessness is the "overpayment" for their housing. Overpayment, as defined by the Federal Government, refers to a household paying more than 30% of their gross income for rent or mortgage including costs for utilities, property insurance, and real estate taxes.

Households with an estimated household income of less than \$25,000 usually pay more than 30% of their gross income for rent or mortgage. For example, households with an estimated household income of \$15,000 pay as much as 67% of their income for a one-bedroom apartment and utilities and households with an estimated household income of \$25,000 pay as much as 50% of their income for a two-bedroom apartment.

The **second finding** notes that local anecdotal information underlines the fact that most households at-risk-to-homelessness did not know about, or how to access, services that could have helped them remain in their housing until after they lost their housing. Such services include case management, landlord/renter intervention and mediation, rent/mortgage/utility assistance, code enforcement, free or sliding scale health care, free food and clothing, and other services that prevent homelessness.

The **third finding** involves persons who are discharged from public and private systems of care into homelessness. Local data reveals that inadequate discharge planning has contributed to homelessness among people with serious mental illnesses and/or substance use disorders. In addition, corrections facilities have been discharging people to the streets without concern for a residential setting or reintegration and the foster care system has been aging out young adults at 18 who immediately obtain housing but remain at-risk to homelessness or who do not immediately obtain housing.

Passageways, which serves as the entry point into the city's continuum of care system for homeless persons, reports that local "discharging" institutions refer 100 individuals annually that have no home upon discharge. Because of such short notice, Passageways staff is often unable to find temporary or permanent housing for these persons.

The **fourth finding** centers on the current relationship between homeless service providers and mainstream resource providers such as the Department of Public Social Services (DPSS) and the Social Security Administration (SSA). DPSS and SSA are the two (2) local agencies that have the most contact with the city's at-risk and most-at-risk to homelessness population. DPSS and SSA staff, however, does not provide detailed information to their clients about all of the homeless prevention resources that are available to their clients from local homeless service providers. This is due to the fact that there is limited service planning coordination between the two (2) groups of service providers and a lack of printed materials that detail local homeless prevention resources.

Recommendations

There are three (3) recommendations concerning homeless prevention. They are: a) the "Good Neighbor Program"; b) a "Discharge Planning Program"; and c) a "Homeless Coordinator" that is a full-time employed individual whose duties include managing the "Good Neighbor Program" and the "Discharge Planning Program".

a. Recommendation 1: “Good Neighbor Program”

The Pasadena Housing and Homeless Network believes that a public and private “Good Neighbor Program” partnership will increase the number of community groups and individuals and the amount of resources available to prevent households at-risk-to-homelessness from losing their housing and becoming homeless. With the leadership of a “lead agency”, local congregations, neighborhood associations and groups, other local community groups and individuals, and local government representatives should 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—particularly the Community Development Block Grant Benefit Service Area, in which at least 51% of all households are either very-low, low-, or moderate income households (see map on following page).²

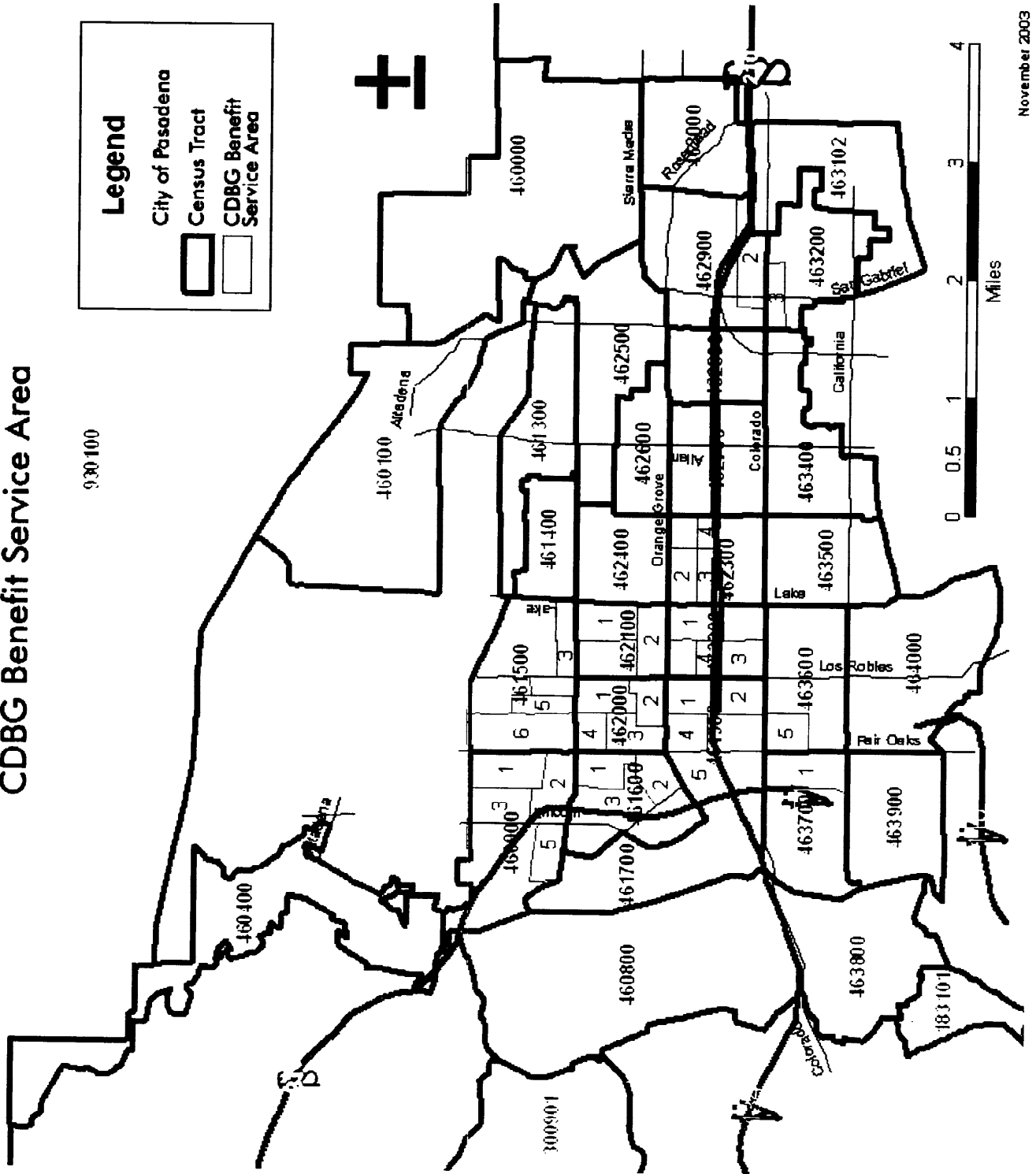
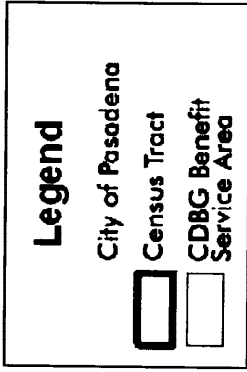
In other words, neighbors would help neighbors from becoming homeless. Neighboring groups and individuals would supply the Good Neighbor Program “lead agency” with homeless prevention resources such as food, clothes, and private funding for utility and/or rental assistance and direct their neighbors to the Good Neighbor Program “lead agency” to receive homeless prevention resources. In addition, they could also help their neighbors receive help by helping implement a city-wide homeless prevention communication strategy.

The Pasadena Housing and Homeless Network believes that a “Good Neighbor Program” should be implemented by a lead agency that receives and provides homeless prevention resources in collaboration with other community groups and individuals. Resources and related homeless prevention interventions include:

- a. providing adequate household assistance such as free food, clothing, and utility assistance in order for households not to have to choose between paying for daily basic living needs and paying their rent;
- b. providing case management services and referrals for households to employment services and mainstream resource programs (e.g. public assistance) in order to maintain or increase their household income;

²Very low-income households have an annual income that is approximately \$15,000 or less; low-income households have an annual income that is approximately \$25,000 or less; and moderate income households have an annual income of \$40,000 or less.

City of Pasadena CDBG Benefit Service Area



- c. providing adequate emergency homeless prevention assistance such as rental assistance or utility assistance for households who are unable to afford to pay their rent or utilities;
- d. ensuring that households at-risk-to-homelessness know about, and how to access, homeless prevention services through community outreach and education.

This last homeless prevention intervention is notably important because at-risk-to-homelessness households often state that they wish they knew about all the homeless prevention resources before becoming homeless rather than after becoming homeless. They believe that such resources would have prevented them from becoming homeless if they could have accessed them prior to becoming homeless.

As a result, the Network believes that there should be a much greater level, intensity, and concentration of community outreach and education efforts concerning homeless prevention than ever before. Such efforts should include:

i. working with neighborhood resource centers

Existing neighborhood resource centers would provide community outreach and education efforts concerning homeless prevention. A neighborhood resource center is defined as a public or private agency site that provides community services to residents such as education, employment, health, and recreation. Examples of public sites include city sponsored community and recreation centers such as Jackie Robinson Center, Robinson Park, Victory Park, and Villa-Parke Community Center. Other examples of public sites include schools and the Pasadena Community Health Center. Examples of private sites include Boys and Girls Club of Pasadena, Mother's Club Community Center, and the Pasadena Senior Center.

Community outreach and education efforts at each of the sites would include:

- Regular and ongoing in-service trainings to staff that focuses on how to identify, counsel and refer at-risk-to-homelessness families and individuals;
- sponsoring workshops and forums that address issues related to at-risk-to-homelessness such as evictions, health and safety code violations, and rental and utility assistance;
- availability of printed materials concerning at-risk-to-homelessness.

ii. implementing a city-wide communication strategy

A city-wide communication strategy would consist of several means of communication that provide at-risk-to homelessness families and individuals, and those groups and individuals that want to help them, with the necessary information and resources to prevent homelessness. Such means of communication would include:

- a “Homeless Prevention Resource Guide” that provides a description of, and contact information for, homeless prevention resources;
- “Homeless Prevention Week” that raises awareness concerning families and individuals who are at-risk-to homelessness and the resources available to help them;
- posters, flyers, and brochures containing contact information for those at-risk-to homelessness that would be:
 - made available at public counters including libraries, schools, post offices, and City Hall public service counters;
 - delivered for distribution at local committees, coalitions, and task forces meetings;
 - delivered to post and distribute at local community, educational, and recreational service centers and organizations including religious congregations;
 - made available to property owners and managers to distribute to renters.
- information concerning homeless prevention made available on a newly created web site (homeless-prevention.com) and existing web sites of community organizations including the City’s web site;
- Public Service Announcements that provide contact information for homeless prevention resources;
- a homeless prevention information phone line that provides a description of, and contact information for, homeless prevention resources;
- contact information enclosed in utility bills for homeless prevention assistance.

iii. collaborating with mainstream resource providers

Homeless service providers and mainstream resource providers—particularly the Department of Public Social Services (DPSS) and the Social Security Administration (SSA)—would work more closely together to plan their service

delivery to at-risk-to homelessness families and individuals who are clients of DPSS and SSA. These two (2) local agencies have the most contact with the city's at-risk and most-at-risk to homelessness population.

Clients of DPSS and SSA would receive the printed information noted above that provides a description of, and contact information for, homeless prevention resources when they first come into contact with DPSS and SSA. In addition, DPSS and SSA staff would contact the Good Neighbor Program's lead agency on behalf of clients who are seriously at-risk-to becoming homeless and refer clients to the lead agency for necessary homeless prevention resources.

iv. outreach to property owners and managers

Community outreach and education efforts would also focus on developing awareness among owners and managers of supportive and other services that are available to assist their tenants who are at-risk-to-homelessness. Owners and managers are often willing to rent to low and moderate income households but are concerned that they will be left on their own to deal with situations that may arise if that household experiences a crisis. Making those owners and managers aware of support services that are available to the household, and encouraging them to inform the household of these services, may assist the household in accessing services that would preserve their tenancy. Outreach to owners would occur through contacts with local apartment owners associations and property management companies.

The Network also believes that there should be a much greater level, intensity, and concentration of efforts to provide adequate emergency homeless assistance services for households who lose their housing because of eviction (e.g. code violations) so they are re-housed as quickly as possible. During past years, there have been several large evictions involving dozens of households who had to leave their places of residences because of severe code violations.

Under the "Good Neighbor Program," local government, community agencies and local residents should provide resources for moving and rental assistance to re-house households as quickly as possible. Resources would include case management that helps households obtain housing and rental assistance if necessary.

The Pasadena Housing and Homeless Network also recommends expanding its number of sub-committees to include a "Homeless Prevention Sub-Committee." The committee would be co-chaired by a representative of the Ecumenical Council of the Pasadena Area Churches (ECPAC) and the Department of Human Services and Recreation's Neighborhood Connections. Other core members would include the Department of Planning and Development's Code Enforcement Services and the Housing Rights Center, which has been the City's fair housing service provider for the past several years.

Funding for Recommendations

- “Good Neighbor Program”

It is estimated that the “Good Neighbor Program” will serve at least 500 households who are most-at-risk-to-homelessness during the first year of operations of the program at an annual cost of approximately \$1,400 per household or approximately \$700,000 for 500 households annually. According to the U.S. Department of Health and Human Services, 5% of a community’s poor households will experience homelessness annually.

U.S. 2000 Census Data notes that nearly 30,000 residents of Pasadena are members of households with an estimated household income of less than \$15,000. These residents are the-most-at-risk-to-homelessness and make up approximately 10,000 households. Five percent (5%) of 10,000 households equals 500 households.

Thus, the Network believes that at least 500 households who are most-at-risk-to-homelessness will become homeless each year unless each household receives supplemental resources. Supplemental resources are free of charge and include the following:

- clothing;
- food;
- health care;
- household items;
- landlord-tenant mediation;
- legal services;
- utility assistance;
- rental assistance.

The Network also believes that each of these households will need between one (1) and two (2) supplemental resources per month or up to 24 supplemental resources per year. The average supplemental resource is approximately \$50 to \$100 as noted in table 1 below. Also noted in table 1, is the annual amount of \$746,250 for homeless prevention resources which breaks down to approximately \$1,500 worth of supplemental resources per household per year.

Table 1: Supplemental Resources, Funding Sources, Units of Service, and Related Costs

Expenses	Funding Sources	Units of Service	Cost Per Unit of Service	Total Costs for Units of Service
Non-Personnel:				
Supplemental Resources:				
Clothing	In-Kind; Private Donations	3,000	\$50	\$150,000
Food	In-Kind, FEMA EFSP program	3,000	\$40	\$120,000
Health Care	Medi-Cal; Medicare, Public and Private Foundations	2,000	\$100	\$200,000
Household items	In-Kind; Private Donations	1,000	\$50	\$50,000
Landlord – Tenant Mediation	Housing Trust Fund; CDBG funds; Private Donations	250	\$100	\$25,000
Legal Services (e.g. eviction proceedings)	Private Donations;	25	\$250	\$6,250
Utility Assistance	Emergency Shelter Grant; United Way Utility Assistance Program; Private Donations	500	\$100	\$50,000
Rental Assistance	HOME; Emergency Shelter Grant; Private Donations	100	\$1,000	\$100,000
Communication Strategy:				
Printing, Design, web site, phone line, etc.	In-Kind Services; Private Donations	500	\$10	\$5,000
0				
0				
Personnel:				
Case Manager	Public and Private Foundations; Private Donations	500	\$80	\$40,000
			Total:	\$746,250

Funding for the recommendation would also include costs for the communication strategy and a full-time case manager. This person’s responsibilities would include completing an initial intake and assessment for each household that is assisted through the program. Responsibilities would also include working with the household on an on-going, as-needed basis to ensure that each household maintains their housing.

Costs for the communication strategy would be \$5,000 annually. Costs for the full-time case manager would be approximately \$40,000 per year. Sources of funds would include grant applications to private foundations and private donations from individuals and groups for the case manager and in-kind services and private donations for the communications strategy.

A description of the public and private funding sources for the “Good Neighbor Program” homeless prevention activities noted in table 1 is as follows:

1. Emergency Food and Shelter Program

The Emergency Food and Shelter (EFS) Program was created by Congress in 1983 to help meet the needs of hungry and homeless people throughout the United States and its territories by allocating funds for the provision of food and shelter. Legislation created

a National Board, chaired by the Federal Emergency Management Agency (FEMA), whereby funds flow from Congress through FEMA to the National Emergency Food and Shelter Program Board. Each county receiving an allocation from the National Board must have a Local Board to set criteria, establish program guidelines and allocate funds.

The Emergency Food and Shelter Program (EFSP) Board for Los Angeles County receives over \$6,000,000 annually for low income persons including homeless persons for supplemental food, shelter, and rent/utility assistance. Annually, the EFSP Local Board funds on average 150 agencies with the typical grant being between \$20,000 and \$30,000. The Ecumenical Council for the Pasadena Area Churches (ECPAC) receives local EFSP Local Board funds in the amount of \$70,000 for supplemental food and shelter. There are six (6) agencies that receive funds for supplemental food and shelter from ECPAC.

2. Emergency Shelter Grant

The Emergency Shelter Grants (ESG) program provides homeless persons with basic shelter and essential supportive services. It can assist with the operational costs of the shelter facility, and for the administration of the grant. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs.

According to the Department of Housing and Urban Development (HUD), ESG grantees such as the City of Pasadena may allocate up to 30 percent of their total ESG award to homeless prevention. The 30 percent limitation applies only to the overall grant. It does not apply to an allocation made to an individual recipient.

Also, according to HUD, to help prevent the incidence of homelessness in a community, ESG funds can be used to support a variety of activities, including (but not limited to):

- Short-term subsidies to defray rent and utility debts for families that have received eviction or utility termination notices;
- Security deposits or first month's rent to permit individuals or families at risk of homelessness to obtain permanent housing;
- Mediation programs for landlord-tenant disputes;
- Legal services programs for the representation of indigent tenants in eviction proceedings;
- Payments to prevent foreclosure on a home;
- Other innovative programs and activities designed to prevent the incidence of homelessness.

3. Housing Opportunities Fund

The Housing Opportunities Fund is used to provide financial assistance to construct, rehabilitate, acquire and preserve affordable housing units. For the current fiscal year, the revenue sources of the Fund consist of monies from the PCDC Low and Moderate Income Housing Trust Funds, Inclusionary Housing Ordinance funds (generated from in-lieu fee payments), California Housing Finance Agency HELP funds, California Dept. of Housing & Community Development Local Housing Trust Fund program, and Fannie Mae American Communities Fund.

4. In-Kind Donations and Services

In-kind donations and services come from community groups and individuals. In-kind donations consist of non-monetary gifts such as clothing, food, and household items. In-kind services include child care, health care, legal services, and transportation (i.e., bus passes and tokens).

5. Leveraging of Services

Leveraging is often based upon agreements such as "memorandums of understanding" between two community agencies and/or individuals. Within the context of homeless prevention, leveraging such as non-monetary in-kind donations and in-kind services would be committed in writing between one community agency to another and based upon a mutual concern for homeless prevention.

Leveraging for in-kind services would consist of a wider-range of services than noted under in-kind services above. In-kind services would also include domestic violence prevention services, employment counseling and placement, public benefits assistance, substance abuse treatment, and veteran benefits and related services.

Leveraging would also include intake and assessment and case management services. Such services would predominately include agency staff who have the expertise to provide the in-kind services noted within this section. Such services would also include staff supervision.

6. Mainstream Resources

Congress appropriates several hundred billion dollars each year for mainstream assistance programs, such as Medicaid, Temporary Assistance for Needy Families (TANF), Food Stamps and Social Security - Disability. Homeless persons are typically eligible for one or more of these major assistance programs, which can provide many of the services that are currently funded by HUD's Continuum of Care programs such as the Supportive Housing Program (SHP) and Shelter Plus Care.

Because of the important role played by these mainstream programs, the law requires applicants that receive HUD funding such as the City of Pasadena to certify that if their homeless project(s) are selected for funding as a result of the Continuum of Care funding competition, they will coordinate and integrate their homeless program with other mainstream health, social services, and employment programs for which homeless populations may be eligible.

7. Private Donations

Private donations are defined as monetary gifts from community groups and individuals, particularly those groups and individuals who are core supporters of a “Good Neighbor Program” and have the responsibility of preventing at-risk-to-homelessness households from becoming homeless within their immediate neighborhood. Such financial gifts can be used to support various homeless prevention activities including clothing, food, rental assistance, and utility assistance.

8. Private Foundations

Private foundations are defined as philanthropic agencies that provide grants for the homeless prevention activities noted within this section. Grants are generally made to non-profit agencies including collaborating efforts such as a “Good Neighbor Program”.

9. United Way Utility Assistance Program

United Way’s Utility Assistance Program (UAP), a joint program between United Way of Greater Los Angeles, The Gas Company’s Gas Assistance Fund (GAF), and Southern California Edison’s Electricity Assistance Fund (EAF). From February through April, United Way distributes one-time funds to more than 120 agencies in 12 counties in central and Southern California including Los Angeles County. A low income individual or family can receive a one-time credit of up to \$100 for gas or electricity.

Outcomes

Outcomes based upon the above homeless prevention activities, units of service, and costs in table 1 are as follows:

- 80% of the 500 most-at-risk-to-homelessness households would receive clothing six (6) times a year that would help prevent them from becoming homeless during the first year of the Good Neighbor Program;
- 80% of the 500 most-at-risk-to-homelessness households would receive food six (6) times a year that would help prevent them from becoming homeless during the first year of the Good Neighbor Program;
- 80% of the 500 most-at-risk-to-homelessness households would receive health care (4) times a year that would help prevent them from becoming homeless during the first year of the Good Neighbor Program;

- 80% of the 500 most-at-risk-to-homelessness households would receive household items (2) times a year that would help prevent them from becoming homeless during the first year of the Good Neighbor Program;
- 5% of the 500 most-at-risk-to-homelessness households would receive landlord – tenant mediation that would help prevent them from becoming homeless during the first year of the Good Neighbor Program;
- 5% of the 500 most-at-risk-to-homelessness households would receive legal services that would help prevent them from becoming homeless during the first year of the Good Neighbor Program;
- 80% of the 500 most-at-risk-to-homelessness households would receive utility assistance (1) time a year that would help prevent them from becoming homeless during the first year of the Good Neighbor Program;
- 10% of the 500 most-at-risk-to-homelessness households would receive rental assistance (1) time a year that would help prevent them from becoming homeless during the first year of the Good Neighbor Program.

b. Recommendation 2: “Discharge Planning Program”

The second recommendation concerning homeless prevention is a “Discharge Planning Program”. The McKinney-Vento Act requires that any governmental agency receiving funding may not receive HUD McKinney funds unless they “develop and implement, to the extent practicable, policies for the discharge of persons from publicly funded institutions or systems of care.” These institutions and systems of care include health care facilities, foster care or other youth facilities, and corrections programs and institutions.

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 in an institution to return to the community and links that individual to essential housing and services, including enhancing and expanding their treatment options and effectiveness.

The Pasadena Housing and Homeless Network (Network) has created a Discharge Planning Program Committee as a first step towards creating a Discharge Planning Program. The Committee has begun to identify and build consensus for the key elements of effective discharge planning and to develop recommendations for effective discharge planning practices. Participants include representatives from some of the agencies that discharge people back into the community.

Funding for Recommendation

- “Discharge Planning Program”

As noted above, the Network has created a Discharge Planning Program Committee as a first step towards creating a Discharge Planning Program which has begun to identify and build consensus for the key elements of effective discharge planning and to develop recommendations for effective discharge planning practices. Costs for these activities (estimated at \$12,000) are off-set by in-kind planning services from the agencies that are committee members and those agencies discharging people from their care.

The Committee will continue to meet each month. During this time the committee will make recommendations concerning a Discharge Planning Program and related costs. The program, costs, and sources of funding will be outlined in the City of Pasadena 10-Year Strategy to End Homelessness One-Year Action Plan (2006-2007).

Outcomes

Included in the One-Year Action Plan (2006-2007) will be program outcomes based upon the actions of the Discharge Planning Program Committee. The Committee will meet monthly in order to create a Discharge Planning Program.

c. Recommendation 3: "Homeless Coordinator"

The Pasadena Housing and Homeless Network recommends that a full-time "Homeless Coordinator" be hired whose duties include managing the "Good Neighbor Program" and the "Discharge Planning Program" (other duties would include coordinating a Mainstream Resource Program and an Annual Unmet Continuum of Care Need/Gap Analysis required by HUD outlined in this report). In the County of Los Angeles, there are four (4) continuum of care systems for homeless persons³. They include Glendale,

³Pasadena Homeless Continuum of Care System is based upon the basic components of HUD's continuum of care include: 1) Outreach/Intake/Assessment; 2) Emergency Shelter; 3) Transitional Housing; 4) Permanent Affordable Housing; and 5) Support Services.

- **Outreach** is based on the idea of engagement that occurs on the streets through street outreach teams. The goal of street outreach is to provide emergency services on the street and to link homeless persons to social services;
- **Emergency Shelter** includes temporary short-term facilities such as winter weather shelters (one day at a time) and detoxification programs. In addition, this includes vouchers, certificates, or coupons that can be redeemed for temporary residence in hotels, motels, or other similar facilities that provide temporary residence. Case management, may be or may not be, provided on site.
- **Transitional Shelter** is a facility that provides overnight shelter (for up to 2 months) and fulfills a client's basic needs (i.e., food, clothing, medical care) and provides case management that prepares residents to obtain and maintain housing and live self-sufficiently.
- **Residential Rehabilitation/Substance Abuse** is a residence that provides housing for up to 6 months and provides specialized treatment and active rehabilitation for alcohol and other drug related issues on-site.
- **Transitional Housing** is a residence that provides a maximum stay of up to 2 years during which residents are provided case management services that prepare them to obtain and maintain housing and live self-sufficiently.
- **Permanent Supportive Housing** is a residence that provides permanent housing that is linked with on-going supportive services (on-site and/or off-site) designed to allow residents to live at the place of residence on an indefinite basis.

Long Beach, Los Angeles County, and Pasadena. Pasadena has the only continuum of care system that does not have a “Homeless Coordinator” to manage the system. In addition, the cities of Pomona and Santa Monica have “homeless coordinators” though these cities are part of Los Angeles County’s continuum of care system.

The Pasadena Housing and Homeless Network believes that it is critical that a full-time “Homeless Coordinator” be hired to manage the “Good Neighbor Program”, the “Discharge Planning Program”, and other important activities noted in this report. The Network believes that such important recommendations will not be implemented effectively unless a full-time “Homeless Coordinator” is given responsibilities to help carry out the recommendations while working closely with community representatives.

There are many representatives that are employed by homeless service providing agencies that include within their duties participation in the Network and sub-committees such as the “Discharge Planning Program Committee”. Representatives from these homeless service providing agencies simply do not have the time to carry out all of the responsibilities of each of the recommendations—a full-time “Homeless Coordinator” would.

The Network recommends that the Homeless Coordinator be a City of Pasadena employee. All of the homeless coordinators for other local jurisdictions are an employee of the local jurisdiction. The Homeless Coordinator should work within, and be supervised by, the Department of Planning and Development’s Housing and Community Development Division.

Funding for Recommendation

- “Homeless Coordinator”

Cost for a Homeless Coordinator will be \$81,000 annually. Funding for a Homeless Coordinator will come from the following sources: Pasadena Housing Opportunities Fund and Supportive Housing Program (Administration).

Outcomes

Outcomes based on the duties of the Homeless Coordinator for the first year of hire will ensure that

- Good Neighbor Program will be implemented within 12 months of hire;
- Discharge Planning Program will be implemented within 12 months of hire;
- Mainstream Resource Program will be implemented within 12 months of hire;
- Annual Unmet Need/Gap Continuum of Care Analysis will be completed within 12 months of hire.

2. Concerning Families and Individuals who are 1) living on the streets; and 2) in shelters and transitional housing programs (including those that serve victims of domestic violence and foster care youth)

The Pasadena Housing and Homeless Network (Network) first divided the city's homeless population into three (3) groups of persons (made up of families and individuals) who generally need supportive services (i.e., employment, health care, public benefits assistance, mental health care, etc.) through case management in order to obtain and/or remain in affordable housing. The first group of persons was "families and Individuals who are presently housed but are at-risk-to-homelessness". The second group of persons consists of families and Individuals who are 1) living on the streets, and 2) in shelters and transitional housing programs (including those that serve victims of domestic violence and foster care youth).

Findings

According to the "2005 City of Pasadena Homeless Count" there are 1,217 persons who are homeless on a given night in the City of Pasadena. Of these persons, 304 (35.6%) were sheltered and 549, or nearly two-thirds (64.4%), were unsheltered. Nearly half (49.6%), or 603 unsheltered persons, were chronically homeless.

Another finding centers on the current relationship between homeless service providers and mainstream resource providers including the Department of Public Social Services (DPSS) and the Social Security Administration (SSA). All of these agencies need to work more closely together in order to comply with HUD's mainstream resource requirements that include the following:

- a specific planning committee must be active in order to improve participation in mainstream programs by homeless persons;
- ongoing training must occur in order to identify eligibility and program changes for mainstream programs;
- homeless service staff must systematically follow-up to ensure that mainstream benefits are being received by homeless persons.

Recommendations

There are four (4) recommendations to help homeless persons exit their lives on the streets, from shelters and transitional housing programs, and obtain and remain in permanent supportive housing. They are:

- a. providing public and private street outreach teams with the resources necessary to help homeless persons (particularly those who are chronically homeless) to exit their lives on the streets and move into appropriate housing with case management services;

- c. providing shelter and transitional housing programs with the on-site and off-site resources necessary to provide comprehensive case management services (including employment services, domestic violence services, health care, mental health care, permanent housing placement services, substance abuse treatment, and veteran services);
- d. providing affordable permanent supportive housing with the on-site and off-site resources necessary to provide comprehensive case management services (including employment services, domestic violence services, health care, mental health care, permanent housing placement services, substance abuse treatment, and veteran services);
- e. providing and coordinating mainstream resources such as Temporary Assistance for Needy Families, General Relief, Food Stamps, Veterans Health Care) in order to help homeless persons permanently exit their lives in shelters (including the winter shelter program) and transitional housing programs and obtain and maintain permanent affordable housing or permanent affordable supportive housing.

a. Recommendation 1: Street Outreach Teams With Case Management Services

The Pasadena Housing and Homeless Network (Network) recommends that the current street outreach teams be increased in terms of days, hours, and staff. Specific recommendations include 1) increasing the days and hours of street outreach workers to include evenings and weekends; and 2) increasing the number of street outreach workers and teams including a health care worker.

Currently, there are three street outreach programs. One program is the Homeless Outreach Team operated by Pacific Clinics and located at Passageways. The deployment of this two-member street outreach team has been a crucial step in connecting homeless persons living on the street to necessary supportive services and housing. Two approaches to outreach have been used: 1) mobile outreach by van and by foot; and, 2) program-based outreach at social service sites for homeless persons. These outreach efforts include (1) locating people on the streets or in facilities; (2) establishing rapport; (3) assessing their needs; and, (4) providing case management; and (5) linking them to supportive services, particularly Passageways.

A second street outreach program is called the Homeless Outreach Psychiatric Evaluation (HOPE) Team. The two-person HOPE team, which consists of an officer of the Pasadena Police Department and a mental health case manager of the L.A. County Department of Mental Health, actively seeks out the homeless mentally ill on the streets and at social service programs where they receive services such as food and clothing. Outreach workers are trained to recognize the symptoms of mental illness and substance abuse. They also possess the interpersonal skills necessary to solicit and provide information in a friendly, respectful, and non-threatening manner. The primary

goal is to link the homeless mentally ill with Passageways to receive medical and psychiatric care, substance abuse treatment, housing, and other services as appropriate.

A third street outreach program is Pacific Clinics' Healthy Transitions Program which was created in response to the increased incidence of homelessness and substance abuse among transitional age youth. Healthy Transitions serves as a comprehensive program aimed at eliminating barriers to self-sufficiency such as substance abuse through extensive outreach to, and engagement of, homeless, foster care, and probation youth ages 17-23. The program fulfills Pacific Clinics' mission of a client centered approach to treatment which involves providing extensive outreach, engagement, education, as well as comprehensive therapeutic and recovery oriented services by a multidisciplinary team of professionals.

Funding for Recommendation

The following table outlines the activity, cost, and funding sources for each of the recommendations made above.

Activity	Annual Cost	Funding Sources
Street Outreach Worker including non-personnel expenses	\$50,000	Proposition 63: The Mental Health Services Act
Health Care Outreach Worker including non-personnel expenses	\$100,000	Proposition 63: The Mental Health Services Act
Total:	\$150,000	

An additional street outreach team consisting of a Street Outreach Worker and Health Care Outreach Worker would provide services primarily to the chronically homeless. Two approaches to outreach have been used: 1) mobile outreach by van and by foot; and, 2) program-based outreach at social service sites for homeless persons. These outreach efforts include (1) locating people on the streets or in facilities; (2) establishing rapport; (3) assessing their needs; and, (4) providing case management; and (5) linking them to supportive services, particularly Passageways.

A description of the public and private funding sources for the additional Street Outreach Team include the following:

1. Proposition 63: The Mental Health Services Act

Proposition 63, known as the Mental Health Services Act, will fund community mental health programs with voluntary outreach, access to medicines, and a variety of support services for children and adults with mental disorders. The initiative uses a model of integrated, recovery-based services, which includes outreach, medical care, short and

long-term housing, prescription drugs, vocational training, and self-help and social rehabilitation. The measure's proponents believe that these programs will produce hundreds of millions in savings by reducing hospitalizations and incarcerations.

2. Private Donations

Private donations are defined as monetary gifts from community groups and individuals. Such financial gifts can be used to support various homeless activities including street outreach services to the chronically homeless.

3. Private Foundations

Private foundations are defined as philanthropic agencies that provide grants for homeless programs and activities. Grants are generally made to non-profit agencies that collaborate with other agencies and services such as street outreach services to the chronically homeless.

Outcomes

Outcomes include the following:

- 50% of clients who are served by the program over one program year will visit Passageways within six months of entering the street outreach program;
- 75% of clients who are served by the outreach program over one program year will access resources necessary to address immediate needs such as food, clothing, health care, and hygiene within 90 days of entering the street outreach program;
- 50% of clients who are served by the program over one program year will enter a case management plan within one year of entering the street outreach program.

b. Recommendation 2: Shelter and Transitional Housing Programs With Case Management Services

Shelter Programs

- **Bad Weather Shelter**

The Pasadena Housing and Homeless Network (Network) recommends that the Bad Weather Shelter be open 60 consecutive nights instead of 30 consecutive nights beginning with the 2005-2006 winter season. In the past, the shelter has opened on a temperature/rain activation basis during December and February through March and for the whole month of January regardless of temperature/rain, and has been open on an average of 60 nights per winter season. The Network also recommends that the shelter open at 7:30 pm every evening instead of 8:00 pm.