



The Los Angeles County
HOMELESS INITIATIVE
REAL HELP. LASTING CHANGE.

CITY HOMELESSNESS PLANS

AUGUST 2018

2018

PLAN TO PREVENT AND COMBAT HOMELESSNESS

CITY OF PARAMOUNT AND
CITY OF BELLFLOWER

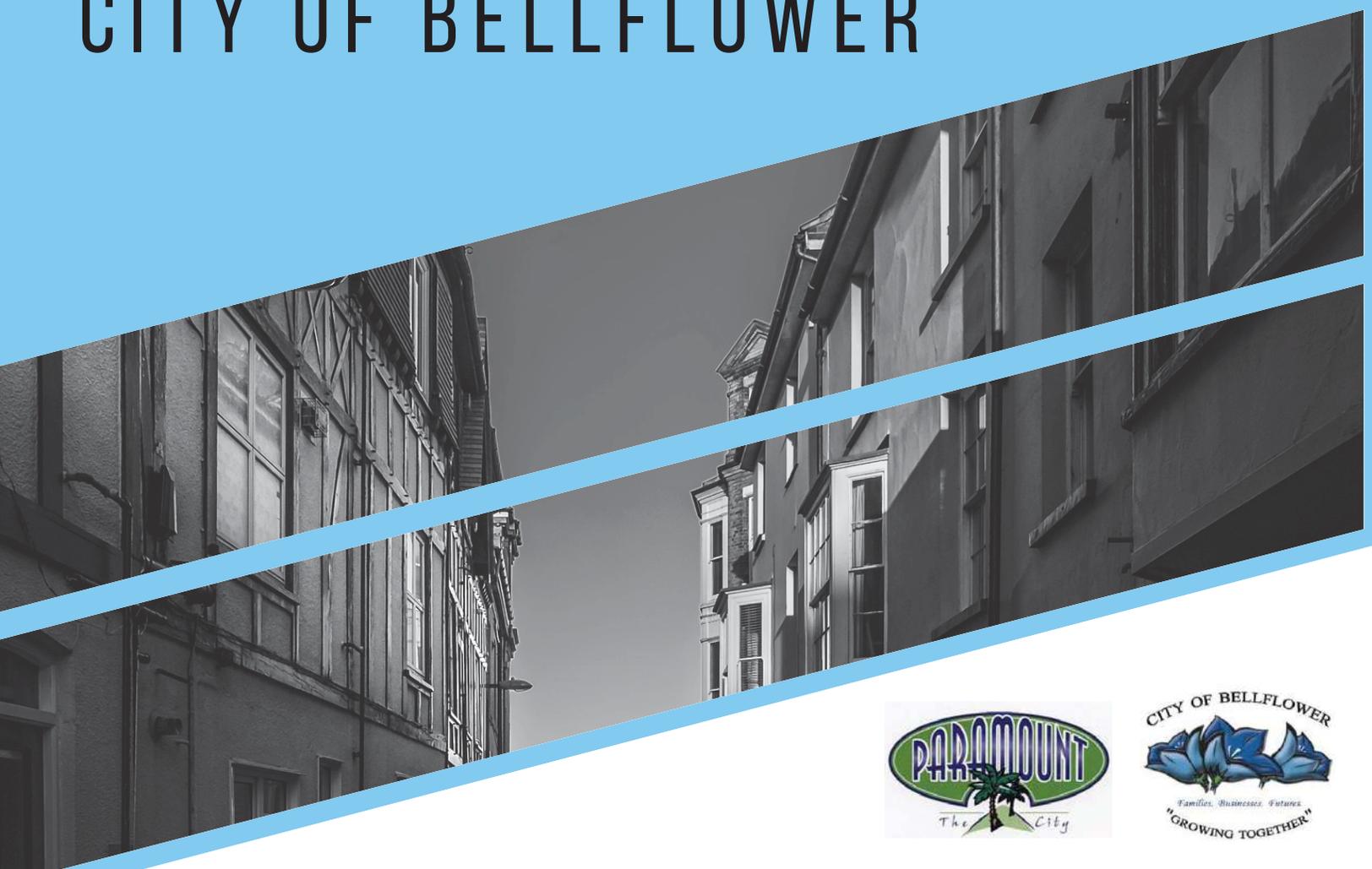


Table of Contents

Executive Summary	3
Background and Purpose	4
City Information	4
Background on Plan Development	6
Purpose of Developing Plan	6
Plan Development Process	7
Paramount’s Goals and Supporting Actions	8
Goal 1: Educate residents about homelessness and increase awareness of the City’s current efforts to address homelessness	8
Goal 2: Increase access to homeless services in Paramount.....	10
Goal 3: Mobilize the community to proactively address homelessness	13
Goal 4: Ensure efficient use of City resources when responding to requests related to homelessness	14
Goal 5: Prevent Paramount residents from becoming homeless	15
Goal 6: Increase stock of supportive and affordable housing available in the City.....	16
Bellflower’s Goals and Supporting Actions	20
Goal 1: Increase engagement with individuals experiencing homelessness in the City	20
Goal 2: Ensure City staff are equipped to address the intersection of homelessness and their department through increased training on proper engagement techniques and available resources	21
Goal 3: Educate residents to combat misconceptions about homelessness and how to access available resources	22
Goal 4: Mobilize the community to proactively address homelessness	24
Goal 5: Prevent Bellflower residents from becoming homeless	24
Goal 6: Increase stock of bridge, supportive, and affordable housing available in the City.....	25
Plan Implementation	30
Appendix A: Stakeholder Meeting Notes	31
Paramount Notes	31
Bellflower Notes	35
Appendix B: List of Participating Organizations	39

Appendix C: Citizen’s Guide to Engaging People Experiencing Homelessness... 40

**Appendix D: Gateway Cities Council of Governments Homeless Action Plan 2018
Regional Goals 43**

Appendix E: County Homeless Initiative Alignment 47

Appendix F: Description of County Homeless Initiative Strategies 48

Appendix G: *Everyone In* Resolution 55

Appendix H: Potential Funding Opportunities 57

Appendix I: SB 2 and SB 35 59

Appendix J: County Protocol for Clean Ups of Homeless Encampments 60

Appendix K: Definitions 64

Appendix L: Supportive Housing Information 68

Executive Summary

The Cities of Paramount and Bellflower are neighboring cities in Southeast Los Angeles County. The Plan to Prevent and Combat Homelessness in Paramount and Bellflower was created to outline the Cities' priorities in addressing issues related to homelessness in both Cities. A joint plan was created because of the regional nature of homelessness and the funding associated with addressing it. Funding from Measure H through the County Homeless Initiative made the creation of this plan possible.

Both Cities have already worked to address homelessness prior to the creation of this Plan. The Goals and Supporting Actions reflect the collaborative process involving stakeholder meetings, expert interviews, and City policy document analysis. This process was conducted by City officials in partnership with PATH and identified the challenges and solutions to ending homelessness in each respective city.

The Goals that follow are a reflection of the process and represent the Cities' priorities for addressing homelessness, as well as opportunities for the Cities to pursue high impact policy adoption. Detailed Supporting Actions associated with accomplishing each Goal are included in the body of the Plan.

City of Paramount's Goals

- Goal 1: Educate residents about homelessness and increase awareness of the City's current efforts to address homelessness
- Goal 2: Increase access to homeless services in the City of Paramount
- Goal 3: Mobilize the community to proactively address homelessness
- Goal 4: Ensure efficient use of City resources when responding to requests related to homelessness
- Goal 5: Prevent Paramount residents from becoming homeless
- Goal 6: Increase stock of supportive and affordable housing available in the City

City of Bellflower's Goals

- Goal 1: Increase engagement with individuals experiencing homelessness in the City of Bellflower
- Goal 2: Ensure City staff are equipped to address the intersection of homelessness and their department through increased training on proper engagement techniques and available resources
- Goal 3: Educate residents about how to combat misconceptions about homelessness and how to utilize available resources
- Goal 4: Mobilize the community to proactively address homelessness
- Goal 5: Prevent Bellflower residents from becoming homeless
- Goal 6: Increase stock of bridge, supportive, and affordable housing available in the City

Background and Purpose

City Information

The Cities of Paramount and Bellflower are located in Southeast Los Angeles County. Paramount covers an area of 4.8 square miles and Bellflower covers an area of 6.17 square miles. The two Cities share a border on Paramount's eastern edge and Bellflower's western edge. As of 2016, Paramount has 56,400 residents and Bellflower has 76,363 residents.



Images courtesy of Google Maps

There are 55,048 people experiencing homelessness in Los Angeles County, according to the Los Angeles Homeless Services Authority's (LAHSA) 2017 Homeless Count. From 2016 to 2017, Los Angeles County saw a 17 percent increase in the number of people experiencing homelessness on a given night (2017 Homeless Count results). While the 2017 Homeless Count reported a decrease in the number of people experiencing homelessness in the City of Bellflower and an increase in the City of Paramount, service providers and City staff from both cities cited a noticeable increase in the number of people in the City who are in need of homeless services.

For the purposes of delivering homeless services to people, the county is divided into eight Service Planning Areas (SPA). While Paramount and Bellflower are neighboring cities, they are in different SPAs, Paramount in SPA 6 and Bellflower in SPA 7.



Image courtesy of LAHSA

2017 Homeless Count Results			
LA County 2017 Total		55,048	
SPA 6 2017 Total	9,036	SPA 7 2017 Total	4,533
Paramount 2017 Total	111	Bellflower 2017 Total	166
Unsheltered	111	Unsheltered	131
<i>Persons in Cars</i>	16	<i>Persons in Cars</i>	22
<i>Persons in RVs/Campers</i>	8	<i>Persons in RVs/Campers</i>	13
<i>Persons in Vans</i>	25	<i>Persons in Vans</i>	20
<i>Persons in Tents</i>	14	<i>Persons in Tents</i>	3
<i>Persons in Makeshift Shelters</i>	17	<i>Persons in Makeshift Shelters</i>	33
<i>Persons on the street</i>	30	<i>Persons on the street</i>	40
Sheltered	0	Sheltered	35
2016 Homeless Count Results			
LA County 2016 Total		46,874	
SPA 6 2017 Total	7,459	SPA 7 2017 Total	3,469
Paramount 2016 Total	50	Bellflower 2016 Total	241

Data limitations restrict access to detailed demographic information of people experiencing homelessness in the cities at any one time. However, demographic information is available at the SPA level. The following demographic information from each SPA provides a more holistic understanding of people experiencing homelessness in the region. Please note, results have been rounded and may not equal 100 percent.

SPA 6 (2017 Homeless Count)

Location:

- 73% of people were unsheltered and living outside
- 27% of people were in some form of temporary accommodations

Family Type:

- 76% of people were single adults
- 18% of people were families
- 6% were transitional age youth

Gender:

- 62% were male
- 38% of people were female
- 0.3% were transgender

Ethnicity:

- 68% were African American
- 23% of people were Hispanic/Latino
- 5% were white
- 1% identified as other

Age:

- 11% of people were under the age of 18
- 7% were between ages 18-24
- 53% between ages 25-54
- 19% between ages 55-61
- 9% were age 52 or older

Other Demographics

These are not mutually exclusive categories, and an individual may fall into more than one category.

- 7% were United States Veterans
- 35% have experienced domestic/intimate partner violence in their lifetime
- 30% were considered chronically homeless
- 31% had a mental illness
- 17% had a substance use disorder
- 1% had HIV/AIDS

SPA 7 (2017 Homeless Count)

Location:

- 76% of people were unsheltered and living outside
- 24% of people were in some form of temporary accommodations

Family Type:

- 67% of people were single adults
- 14% of people were families
- 19% were transitional age youth

Gender:

- 66% were male
- 33% of people were female
- 0.3% were transgender

Ethnicity:

- 71% of people were Hispanic/Latino
- 17% were white
- 11% were African American
- 1% identified as other

Age:

- 11% of people were under the age of 18
- 18% were between ages 18-24
- 52% between ages 25-54
- 14% between ages 55-61
- 5% were age 62 or older

Other Demographics

These are not mutually exclusive categories, and an individual may fall into more than one category.

- 3% were United States Veterans
- 23% have experienced domestic /intimate partner violence in their lifetime
- 18% were considered chronically homeless
- 11% had a mental illness
- 10% had a substance use disorder
- 1% had HIV/AIDS

Background on Plan Development

In March 2017 Los Angeles County voters passed Measure H, a quarter cent sales tax, to generate funding for homeless services. During the first year of Measure H implementation, the County created an opportunity for cities to develop city-specific Plans to Prevent and Combat Homelessness (“the Plan”).

Before the opportunity to create a Plan to Prevent and Combat Homelessness became available, Paramount and Bellflower (“the Cities”) worked to address homelessness in the following ways:

- Contracting with community based organizations to provide services to people experiencing homelessness
- Conducting outreach through Public Safety Department and the LA County Sheriff’s Department and providing referrals to regional bridge housing and other available resources
- Participating in the work of regional homeless coalitions
- Updating zoning to allow for more bridge and supportive housing development

Purpose of Developing Plan

It is important to recognize that the larger housing affordability crisis in California and Los Angeles County exacerbates the homelessness crisis at the city level. California holds 21 of the 30 most expensive rental markets in the nation, and LA County needs 551,807 more affordable rental

The Plan to Prevent and Combat Homelessness

homes for very and extremely low-income households (Homeless Task Force Report, 1; 2017 Homeless Count). At the city level, Bellflower's Housing Element recognizes that "very low-income households would not be able to afford rental apartments in the City given the current market trends" (71). Paramount also recognizes the insufficient number of "housing units affordable to people with very low-income" (Paramount's 2017-2021 Consolidated Plan, 83).

Paramount and Bellflower acknowledge their roles in addressing the housing affordability and homelessness crisis. The Cities are working to meet their Regional Housing Needs Allocation (RHNA) for the current cycle and have updated or are in the process of updating their zoning code accordingly. Paramount makes clear that "the ultimate solution to ending homelessness is transitional to permanent housing closely aligned with supportive services that ensure housing stability can be maintained" (Paramount's 2017-2021 Consolidated Plan, 139). Both cities are currently subject to SB 35 streamlining for developments with some percentage of affordable units, reflecting the fact that the Cities have not met the needed production of housing (see Appendix I for additional details).

People experiencing homelessness often travel between cities to access resources and to avoid interactions with law enforcement. "A regional approach is the best strategy to address the needs of the homeless," which is why Paramount and Bellflower decided to create a joint plan (Bellflower's 2015 Consolidated Plan, 8). Further, the majority of funding from the County and State levels is distributed in a regional way. While this plan is specifically targeted to address homelessness in Paramount and Bellflower, the Cities are also committed to participating in and supporting regional efforts to address homelessness. Participation in the Gateway Cities Council of Governments (GCCOG) efforts is a priority for City Councils and the GCCOG Homeless Action Plan 2018 Regional Goals have been included in Appendix D.

Plan Development Process

The Cities of Paramount and Bellflower, in partnership with PATH, developed a collaborative plan through input from City staff, residents, homeless service providers that operate in the Cities, and an individual who experienced homelessness in the City of Bellflower. Five stakeholder meetings were convened to hear from specific stakeholder groups (Appendix A contains notes from the stakeholder meetings and Appendix B is a list of stakeholders engaged in this process). Expert interviews were conducted with a number of organizations, City departments, and individuals that had unique insight into the state of homelessness in the Cities. Each stakeholder meeting or expert interview was formatted to first discuss the challenges that exist in addressing homelessness in the Cities, followed by a conversation about the possible solutions to each identified challenge.

The Goals and Supporting Actions listed in this Plan are primarily influenced by the discussions that occurred at stakeholder meetings and in expert interviews. Also included with each Action Item is alignment with the City's current guiding policy, as it relates to homelessness and funding opportunities, outlined in the following publicly approved documents:

- City of Paramount
 - *2014-2021 Housing Element*
 - *2016 General Plan Annual Report*
 - *2016-2017 Consolidated Annual Performance and Evaluation Report (CAPER)* (Details the City's achievements in meeting the goals and objectives outlined in the 2016-2017 Action Plan and the 2012-2017 Consolidated Plan)

The Plan to Prevent and Combat Homelessness

- *2017-2021 Consolidated Plan* (federal requirement by the U.S. Department of Housing and Urban Development (HUD) to receive Federal Community Development Block Grant (CDBG) and HOME Investment Partnership funds)
- *2017-2018 Annual Action Plan* (provides HUD with one-year goals and projects for the investment of CDBG and HOME funds to meet the housing and community development needs identified in the Consolidated Plan)
- *2018-2019 Annual Action Plan* (provides HUD with one-year goals and projects for the investment of CDBG and HOME funds to meet the housing and community development needs identified in the Consolidated Plan)
- City of Bellflower
 - *2014-2021 Housing Element*
 - *2015 Consolidated Plan* (federal requirement by the U.S. Department of Housing and Urban Development (HUD) to participate in formula programs such as Community Development Block Grant (CDBG) and HOME Investment Partnership)
 - *Consolidated Annual Performance Evaluation (CAPER) Fiscal Year 2016-2017* (summary of the City's progress toward meeting the goals specified in the City's Consolidated Plan)
 - *2017-2018 Annual Action Plan* (details the City's proposed uses of its CDBG and HOME funds)
 - *2018-2019 Annual Action Plan* (details the City's proposed uses of its CDBG and HOME funds)
 - *Low and Moderate Income Housing Asset Funds Program Guide*

The Cities also recognize their roles in regional efforts to combat homelessness. As such, the following regional documents were consulted in the development of this plan:

- *Gateway Cities Homeless Action Plan*
- *Homelessness Task Force Report-Tools and Resources for Cities and Counties*, prepared by the League of California Cities, California State Association of Counties, and the Institute for Local Government
- *Local Zoning Best Practices for Shelter and Transitional and Supportive Housing*, prepared by Public Counsel

Goals and Supporting Actions have been identified for each City separately, though there is considerable overlap between the two sets of Goals. This was done to ensure each City could independently implement their Goals and Supporting Actions.

Paramount's Goals and Supporting Actions

See Appendix K for definitions of table categories and other industry specific words used in the Plan. For the purpose of this section, use of "the City" refers to the City of Paramount.

Goal 1: Educate residents about homelessness and increase awareness of the City's current efforts to address homelessness
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The <i>Everyone In</i> Campaign, spearheaded by United Way of Greater Los Angeles, says that, "With committed resources and political and community desire, Los Angeles can end homelessness." In order to address the multi-faceted nature of homelessness, everyone, including concerned residents, business owners, and local governments, need to accept their role in the process.

The Plan to Prevent and Combat Homelessness

Goal 1 aims to proactively engage residents around the issues related to homelessness in the City. Open and frequent discussion about efforts to address homelessness in the City increases resident knowledge about available resources, situations that warrant calls to law enforcement, and actions they can take to help address homelessness in the City.	
Approachable Action Items	
Action 1a: Invite service providers to have booths or tables at community events to educate residents about 1) Current efforts to address homelessness in the City, including limitations of City departments and law enforcement, 2) Resources available to people experiencing homelessness, and 3) How interested residents can help end homelessness in the City.	
Policy Changes	No associated policy changes required
Measurement	Service providers are present at City events
Timeline	6 months
Ownership	Community Development
Leveraged City Resources	Space at City facilities
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	2017-2021 Consolidated Plan: The City provides for the ability to support “activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness” (140).
Growth Action Items	
Action 1b: Utilize City social media to disseminate information about homelessness, available resources, and current City efforts to address homelessness.	
Policy Changes	No associated policy changes required
Measurement	Enhanced community awareness about homelessness
Timeline	24 months
Ownership	Public Safety
Leveraged City Resources	Staff time
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	N/A
Action 1c: Voice City support for the <i>Everyone In</i> Campaign spearheaded by United Way of Greater Los Angeles and invite representatives from the <i>Everyone In</i> Campaign to City Council meetings.	
Policy Changes	No associated policy changes required
Measurement	Sign <i>Everyone In</i> Resolution (Appendix G)
Timeline	6 months
Ownership	Public Safety
Leveraged City Resources	Staff time, time at City Council meetings
Funding Opportunities	Funding not required

The Plan to Prevent and Combat Homelessness

County Strategy Alignment	N/A
City Policy Alignment	N/A

Goal 2: Increase access to homeless services in Paramount

Providing case management services to people experiencing homelessness is a specialized skill and requires access to a variety of resources. The limited number of both case managers and services provided in Paramount was a concern discussed at all stakeholder meetings. City staff primarily requested more immediate access to services like mental health care and rehabilitation programs.

Goal 2 aims to increase the number of services and service providers in the City. It also explores innovative solutions to make it easier for people experiencing homelessness to access the available services.

Approachable Action Items

Action 2a: Increase the number of service providers in the City and enhance the relationship with the Coordinated Entry System (CES) lead agencies in SPA 6.

Policy Changes	The 2014-2021 Housing Element states that the “primary agency that deals with the issue of homelessness in Paramount is the Los Angeles County Sheriff’s Department that serves Paramount” (36). The entity responsible for addressing homelessness in the City should be modified
Measurement	Increased number of service providers in the City
Timeline	6 months
Ownership	Public Safety
Leveraged City Resources	Staff time
Funding Opportunities	General Fund; Grants from the Community Services and Recreation Department
County Strategy Alignment	E7
City Policy Alignment	<p>2017-2021 Consolidated Plan: “In support of CoC efforts, this Strategic Plan provides for the use of General Funds to support activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness” (140).</p> <p>2017-2021 Consolidated Plan: “The City of Paramount will support homeless and other special needs activities through community grants administered by the Community Services and Recreation Department. Each year, the City allocates approximately \$70,000 to support community-based nonprofits – many of which focus their work on addressing homelessness and providing services to special needs populations” (168).</p>
Action 2b: Allow outreach workers to utilize office space at City parks and public safety offices.	
Policy Changes	Update allowable City park and public safety office space uses
Measurement	Service providers have home bases at City parks and public safety facilities
Timeline	6 months
Ownership	Public Safety

The Plan to Prevent and Combat Homelessness

Leveraged City Resources	Space at City facilities
Funding Opportunities	Grants from the Community Services and Recreation Department
County Strategy Alignment	E7
City Policy Alignment	2017-2021 Consolidated Plan: The Plan indicates six priority needs for the City including, but not limited to, “Provide services to low-income residents, those with special needs, and the homeless” (3). By allowing outreach teams to utilize City office space as a home base, services are more accessible to City residents and therefore in line with a priority outlined in the Consolidated Plan.
Action 2c: Explore creative resource solutions tied to case management such as 1) Non-City trash pick-up near encampments, 2) Daily storage options for belongings of people experiencing homelessness, 3) Increased accessibility to hygiene resources like showers and bathrooms, and 4) Access to laundry services.	
Policy Changes	Modifying allowable uses in public spaces, as needed
Measurement	More diverse resources are accessible to people experiencing homelessness during the housing navigation process
Timeline	12 months
Ownership	Community Development; Public Safety; Consider partnering with local nonprofit(s) for implementation
Leveraged City Resources	Staff time; Space at City facilities
Funding Opportunities	General Fund; HUD Continuum of Care; Partnership with local nonprofits
County Strategy Alignment	E7
City Policy Alignment	2017-2021 Consolidated Plan: “In support of CoC efforts, this Strategic Plan provides for the use of General Funds to support activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness” (140).
Action 2d: Ensure resources related to homeless services are available in Spanish.	
Policy Changes	No associated policy changes required
Measurement	Resources related to homeless services are available in Spanish
Timeline	12 months
Ownership	Public Safety
Leveraged City Resources	Staff time
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	N/A
Action 2e: Work to promote homeless services at City and County facilities (parks, libraries, City Hall, and other public spaces) through the distribution of flyers and informational cards.	
Policy Changes	No associated policy changes required
Measurement	Increased accessibility to information about homeless services

The Plan to Prevent and Combat Homelessness

Timeline	6 months
Ownership	Community Development
Leveraged City Resources	Staff time
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	2017-2021 Consolidated Plan: The City provides for the ability to support “activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness” (140).
Growth Action Items	
Action 2f: Pursue partnership with a nonprofit to establish an access center, where people experiencing homelessness in the City can access resources and bridge housing.	
Policy Changes	No associated policy changes required
Measurement	An access center is established in the City
Timeline	24 months
Ownership	Community Development
Leveraged City Resources	Staff time
Funding Opportunities	Affordable Housing Program (2014-2021 Housing Element, 57); HOME; CDBG
County Strategy Alignment	E8
City Policy Alignment	<p>2014-2021 Housing Element – “Emergency Shelter Rezoning Program/HUD Emergency Shelter Grants”: “This program provides for the creation of an overlay zone within a specific area of the City where an emergency shelter would be permitted by right” (64).</p> <p>2017-2021 Consolidated Plan: The City identified several actions that “promote housing accessibility for homeless individuals and protected classes” (72). One of the actions includes “amending the City’s Zoning Ordinance and Municipal Code... to include transitional housing as a defined permitted use by right” (72).</p> <p>2016-2017 CAPER: “The City of Paramount Zoning Ordinance does not currently provide zoning and development standards that facilitate the siting and development of transitional housing” (12). However, the CAPER indicates that the City is in the process of amending the City’s Zoning Ordinance and Municipal Code to allow for the previously mentioned siting (12). With the update, Action 2f will be more accessible for the City.</p>
Action 2g: Fund motel vouchers as a component of case management.	
Policy Changes	No associated policy changes required
Measurement	City-funded motel vouchers are a component of case management in the City
Timeline	24 months
Ownership	Community Development
Leveraged City Resources	Staff time

The Plan to Prevent and Combat Homelessness

Funding Opportunities	General Fund; Grants from the Community Services and Recreation Department
County Strategy Alignment	E6, E8
City Policy Alignment	<p>2017-2021 Consolidated Plan: “In support of CoC efforts, this Strategic Plan provides for the use of General Funds to support activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness” (140).</p> <p>2017-2021 Consolidated Plan: “The City of Paramount will support homeless and other special needs activities through community grants administered by the Community Services and Recreation Department. Each year, the City allocates approximately \$70,000 to support community-based nonprofits – many of which focus their work on addressing homelessness and providing services to special needs populations” (168).</p>

Goal 3: Mobilize the community to proactively address homelessness	
Homelessness is a multi-faceted issue that requires multi-faceted solutions – with support from community members, residents, and local government. Thus, involving people from various groups that can uniquely address different aspects would be a tool for addressing homelessness in the City.	
Approachable Action Items	
Action 3a: Create a Paramount Homeless Coalition that includes providers, interested residents, law enforcement, faith communities, and business owners that 1) Meets monthly to discuss concerns, challenges, possible solutions, and opportunities for volunteering, 2) Provides regular updates to the City Council on resources, programs, and client stories that are active within the City, 3) Identifies businesses that would be willing to hire people with a history of homelessness, 4) Coordinates the efforts of faith communities to ensure efficient provision of short term resources and easy access to long term case management, and 5) Identifies and promotes volunteer opportunities with local civic clubs, community organizations, and service providers.	
Policy Changes	Pass a Motion recognizing the Paramount Homeless Coalition
Measurement	Establish Coalition
Timeline	12 months
Ownership	Public Safety (shifted to Paramount resident once established)
Leveraged City Resources	Space at City facilities; Time during City Council meetings; Social Media promotion
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	N/A

Goal 4: Ensure efficient use of City resources when responding to requests related to homelessness	
Goal 4 is included in Paramount’s Plan as a direct result of input received from City staff during stakeholder meetings. Many staff are very knowledgeable about the causes of homelessness and ultimate solutions, but requested more training about how to address homelessness as it intersects with their jobs. Goal 4 works to empower City staff to address homelessness, de-stigmatize homelessness among City staff, and encourage resource sharing across City departments.	
Approachable Action Items	
Action 4a: Conduct regular staff training in partnership with a local service provider on 1) The causes of homelessness, 2) Resources available to address homelessness, and 3) Techniques for engaging people experiencing homelessness.	
Policy Changes	Revise City staff training requirements
Measurement	Minimum of 4 trainings offered per year
Timeline	6 months
Ownership	Human Resources Division
Leveraged City Resources	Existing staff training events; Space at City facilities
Funding Opportunities	General Fund; Partnerships with local homeless service providers
County Strategy Alignment	E4
City Policy Alignment	2014-2021 Housing Element – “Emergency Shelter Program/HUD Emergency Shelter Grants” : The Housing Element states that the City will undertake certain activities to address the “priority needs” of people experiencing homelessness, including: monitoring the number of people experiencing homelessness, developing opportunities for additional affordable housing, and promoting the homeless program by noticing the special service agencies and providers of available funds and appropriate sites (64). The activities identified in the Housing Element would be supported through Action 4a.
Action 4b: Create a City Interdepartmental Task Force in partnership with a service provider to 1) Generate solutions-oriented discussion about homelessness in the City, 2) Increase awareness of available external resources to address homelessness, 3) Use social media and public meetings to present a consistent City message regarding homelessness and efforts to combat homelessness, and 4) Ensure collaboration with service providers when engaging people experiencing homelessness.	
Policy Changes	Pass a Motion to establish a City Interdepartmental Task Force
Measurement	Establish Interdepartmental Task Force
Timeline	12 months
Ownership	City Manager’s Office
Leveraged City Resources	City staff time; Space at City facilities
Funding Opportunities	Funding not required
County Strategy Alignment	E7

City Policy Alignment	<p>2014-2021 Housing Element – “Emergency Shelter Program/HUD Emergency Shelter Grants”: The Housing Element states that the City will undertake certain activities to address the “priority needs” of people experiencing homelessness, including: monitoring the number of people experiencing homelessness, developing opportunities for additional affordable housing, and promoting the homeless program by noticing the special service agencies and providers of available funds and appropriate sites (64). The Interdepartmental Task Force would allow for direct collaboration with partnering nonprofits.</p>
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Goal 5: Prevent Paramount residents from becoming homeless

As a proven strategy in decreasing homelessness, prevention programs work to help individuals at risk of homelessness with temporary assistance. Service providers communicated a need for increased funding for prevention programs and the City currently prioritizes HOME and CDBG funds for prevention purposes.

Approachable Action Items

Action 5a: Educate residents on programs that exist to prevent people from experiencing homelessness.

Policy Changes	No associated policy changes required
Measurement	More residents are aware of available homeless prevention programs
Timeline	12 months
Ownership	Community Development
Leveraged City Resources	Staff time; Space at City facilities
Funding Opportunities	Funding not required to complete action
County Strategy Alignment	A1, A5

City Policy Alignment	<p>2017-2021 Consolidated Plan: “Housing cost burden, severe housing costs burden, and overcrowding are the most common housing problems in Paramount” (42). The problems indicated in the Consolidated Plan are conditions that can put households at risk of homelessness.</p> <p>2017-2021 Consolidated Plan: Housing cost burden is a leading indicator of risk for homelessness (43). In the City, “73 percent of low- and moderate-income households... pay more than 30 percent of their monthly gross income for housing costs” (43).</p> <p>2017-2021 Consolidated Plan: The City successfully provided public services to 68 residents at risk of homelessness in 2012-2016. Furthermore, according to 2009-2013 ACS data, there are not enough housing units affordable to people with incomes less than 50 percent of AMI (83).</p>
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Growth Action Items

Action 5b: Increase funding for prevention programs on an ongoing basis.

Policy Changes	Consideration of LMIHAF uses
Measurement	Increased funding for prevention programs

The Plan to Prevent and Combat Homelessness

Timeline	24 months
Ownership	Community Development
Leveraged City Resources	Staff time
Funding Opportunities	CDBG; HOME; General Fund; Low and Moderate Income Housing Asset Funds (LMIHAF); Emergency Solutions Grant (ESG)
County Strategy Alignment	A1, A5
City Policy Alignment	<p>2014-2021 Housing Element: According to the 2010 Census, 14.1 percent of the City’s total occupied units were identified as being overcrowded while 10 percent of the total occupied units in the City were considered severely overcrowded (34). Overcrowded living conditions can be a factor that puts a household at risk of homelessness.</p> <p>2017-2021 Consolidated Plan: “The City will use General Funds to support local service providers to prevent homelessness for low- and moderate-income residents” (139).</p>

Goal 6: Increase stock of supportive and affordable housing available in the City	
<p>The proven solution to ending homelessness is housing (see Appendix L for additional details about supportive housing). Goal 6 aims to increase the number of units accessible to people experiencing homelessness. Further, every stakeholder meeting cited the lack of affordable and supportive housing options as a challenge that needs to be addressed – a view also reflected in the 2016-2017 Paramount CAPER (18).</p> <p>City staff, including Public Safety, Public Works, and Community Development, acknowledged that interactions with people experiencing homelessness were often with the same people. They cited increasing the number of affordable and supportive housing units as the ultimate solution to breaking the cycle of homelessness in the City,</p>	
Approachable Action Items	
Action 6a: Track vacant rental units and through education about various landlord incentive programs, encourage Paramount landlords to rent units to people exiting homelessness.	
Policy Changes	No associated policy changes required
Measurement	List of vacant rental units throughout the City is created, maintained, and submitted to housing.lacounty.gov ; Landlords are aware of incentive programs
Timeline	24 months
Ownership	Community Development
Leveraged City Resources	Staff time
Funding Opportunities	Funding not required
County Strategy Alignment	D7, E7
City Policy Alignment	2017-2021 Consolidated Plan: During 2016-2017, approximately 600 Section 8, tenant-based vouchers were utilized in Paramount (60). According to the 2009-2013 ACS data, the City estimates a need for

	<p>approximately 4,290 additional units that are affordable to households with less than 50 percent AMI (87).</p> <p>2014-2021 Housing Element – “RHNA Objective/Constraints Monitoring Program”: “To ensure adequate sites are available throughout the planning period to meet the City’s RHNA, the City will continue to annually update an inventory that details the amount, type, and size of vacant and underutilized parcels to assist developers in identifying...” suitable development sites for all income levels (68).</p>
Growth Action Items	
<p>Action 6b: Conduct a land use assessment to identify additional underutilized lots or buildings that could be turned into affordable housing while actively pursuing partnerships with nonprofit developers to build on or rehabilitate the identified lots or buildings.</p>	
Policy Changes	No associated policy changes required
Measurement	Land use assessment indicates where additional affordable units could be built
Timeline	24 months
Ownership	Community Development; Consider hiring a Planning Consultant
Leveraged City Resources	Staff time
Funding Opportunities	General Fund
County Strategy Alignment	F1, F6
City Policy Alignment	<p>2014-2021 Housing Element: For the 2014-2021 planning period, the City needs to add 105 units to the City’s housing inventory – including 13 units for extremely low-income households, 13 units for very low-income households, and 16 units for low-income households (7). Furthermore, the City is also responsible for the unmet need of 961 units from the 2008-2014 planning period (44). The RHNA calls for Paramount to allow for a total of 1,064 additional units by 2021 (45).</p> <p>2014-2021 Housing Element – 3.3 – “Land Available to Accommodate RHNA Housing Need”: “The City of Paramount is fully developed and, as a result, any new residential development will consist of infill development within properties that are currently vacant or underutilized” (54).</p> <p>2014-2021 Housing Element – 3.4.2 Issue Area No. 2 – “Development of New Housing”: The City is committed to the development of new housing for “all income groups” (55). Policy 2.1 indicates that the City will promote new residential development – including affordable development (56).</p> <p>2014-2021 Housing Element – “Developer Consultation Program”: The program “promotes consultation with developers to assist in expanding housing opportunities in order to assist in the development of affordable housing” (62). This program is in direct support of pursuing partnerships with nonprofit developers.</p>

	<p>2014-2021 Housing Element – “Single Room Occupancy Housing Program”: “A single room occupancy (SRO) may serve as an important source of affordable housing for lower-income individuals, seniors, and persons with disabilities... As a means to finance this program, the City will prioritize affordable housing funds towards the provision of housing for extremely low-income households as part of the development of SRO housing” (66).</p> <p>2014-2021 Housing Element – “Lot Consolidation Program”: “The City will work with nonprofit developers and owners of small sites to identify and consolidate parcels to facilitate the development of housing affordable to lower-income households” (68).</p> <p>2014-2021 Housing Element – “RHNA Objective/Constraints Monitoring Program”: “To ensure adequate sites are available throughout the planning period to meet the City’s RHNA, the City will continue to annually update an inventory that details the amount, type, and size of vacant and underutilized parcels to assist developers in identifying land suitable for residential development” (68).</p> <p>In addition, the City has made insufficient progress toward the City’s RHNA allocation and is subject to SB 35 streamlining for proposed developments with at least 10 percent of units restricted for affordable housing (See Appendix I for additional details about SB 35).</p> <p>2014-2021 Housing Element – “Other Programs to Create Affordable Housing”: “The City is currently operating a program to purchase residential properties that have posed public safety and property maintenance problems in neighborhoods throughout the City” (79).</p> <p>2017-2021 Consolidated Plan: “The City is committed to identifying and engaging a nonprofit housing development partner that qualifies as a HOME Community Housing Development Organization to leverage CHDO reserve funds and local Affordable Housing Fund resources for the creation of additional affordable housing units where infill opportunities exist” (142).</p>
High Impact Action Items	
Action 6c: Update zoning and policies to support 1) More multi-family development in residential zones, 2) By-Right development approval process, 3) Residential development in commercial zones, and 4) Fee waivers to developers of affordable and supportive housing	
Policy Changes	Update existing Zoning and Development policies
Measurement	Zoning code updated
Timeline	36 months
Ownership	Community Development
Leveraged City Resources	Staff time
Funding Opportunities	General Fund
County Strategy Alignment	F3, F5, F7

<p>City Policy Alignment</p>	<p>2014-2021 Housing Element – “Land Use Controls”: “The General Plan was recently amended to permit mixed-use development with the approval of a conditional use permit [in Commercial Zones]” (43).</p> <p>2014-2021 Housing Element – “Development Standards in the Zoning Ordinance”: “The City works closely with developers to expedite approval procedures so as not to put any unnecessary timing constraints on development” (47).</p> <p>2014-2021 Housing Element – 3.4.4 Issue Area No. 4 – “Removal of Governmental Constraints”: One of the policies outlined to address this issue area is continued implementation of the “streamlined” review process (56).</p> <p>2014-2021 Housing Element – “Affordable Housing Bonuses and Incentives Ordinance”: The program provides incentives to developers who create projects with affordable housing units (57).</p> <p>2014-2021 Housing Element – “Affordable Housing Program”: The program “provides grants or subsidized interest rate loans for purchase, construction, and/or rehabilitation of owner-occupied housing by or for very low, low, and moderate-income households and/or to finance the purchase, construction, or rehabilitation for rental housing” (57). The allowable uses of the Program include, but are not limited to homeless shelters, new rental housing, and transitional housing (57).</p> <p>2014-2021 Housing Element – “Extremely Low-Income Housing Program”: “The City shall adopt a resolution waiving 100 percent of the application processing fees for developments in which 5 percent of the units are affordable to extremely low-income households” (62).</p> <p>2014-2021 Housing Element – “Underutilized Parcel Information”: “To encourage and facilitate the development of housing affordable to lower income households on sites zoned R-M (Multiple-family Residential) the City will continue to work with residential developers that are constructing affordable units to identify alternatives that may represent a cost savings on a case-by-case basis” (75).</p>
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Bellflower’s Goals and Supporting Actions

See Appendix K for definitions of table categories and other industry specific words used in the Plan. For the purpose of this section use of “the City” refers to the City of Bellflower.

Goal 1: Increase engagement with individuals experiencing homelessness in the City	
In order to end homelessness in the City of Bellflower, it is important to responsibly engage people experiencing homelessness. This type of engagement fosters trust that empowers people to move out of homelessness. Goal 1 aims to increase the number of service providers in the City and enhance service provider coordination with City and County departments operating in Bellflower. Inclusion of Goal 1 reflects direct input from City staff and residents.	
Approachable Action Items	
Action 1a: Increase community and City staff involvement in the annual Homeless Count conducted by LAHSA.	
Policy Changes	No associated policy changes required
Measurement	Increased City staff involvement in the annual Homeless Count
Timeline	January 2019
Ownership	Public Safety
Leveraged City Resources	Space at City facilities
Funding Opportunities	Funding not required
County Strategy Alignment	N/A
City Policy Alignment	2015 Consolidated Plan: The City describes its coordination with the Continuum of Care by stating the following: “The City of Bellflower consults and collaborates with the Los Angeles Homeless Services Authority (LAHSA) and the local service providers to determine the available resources to address the needs of chronically homeless persons in Bellflower” (8). The City is committed to working with LAHSA, therefore Action 1a is in line with the Consolidated Plan.
Action 1b: Allow service providers to use office space at City park and public safety facilities as a home base when conducting outreach in the City.	
Policy Changes	Update allowable City park and public safety office space uses
Measurement	Service providers have home bases at City parks and public safety facilities
Timeline	6 months
Ownership	Public Safety
Leveraged City Resources	Space at City facilities
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	2018-2019 Action Plan: The City currently addresses the needs of people experiencing homelessness by referring “persons needing shelter or housing to agencies with funding to help homeless and those near homeless” (29). Allowing service providers to use office space at City park

	and public safety facilities would allow the City to have increased accessibility to the referral process.
Action 1c: Increase the number of outreach workers in the City in order to move people out of homelessness more quickly. The additional outreach workers should include mental health workers, case managers, and Spanish speakers.	
Policy Changes	Transfer of “Outreach” LMIHAF funds from Public Safety/LA County Sheriff
Measurement	Increased number of outreach workers in the City
Timeline	12 months
Ownership	Public Safety
Leveraged City Resources	N/A
Funding Opportunities	CDBG; Low and Moderate Income Housing Asset Funds (LMIHAF); HUD Continuum of Care
County Strategy Alignment	E6
City Policy Alignment	<p>2015 Consolidated Plan: “While a variety of services are available to homeless and those at risk of becoming homeless through LAHSA and local nonprofits, the amount of services available is limited and does not meet all of the needs” (92). Therefore, increasing the presence of outreach workers in the City would assist with efforts to address the identified weakness in the Consolidated Plan.</p> <p>2015 Consolidated Plan: Through surveys, public meetings, and research, the City identified “Priority Needs” with corresponding priority levels of “High Priority,” “Medium Priority,” and “Low Priority” (86). The designation of “High Priority” translates to “activities to address [the identified] need will be funded by the City during the five-year period” of 2015-2020 (86). “Support Continuum of Care for the Homeless” is identified as a “High Priority” need (82) and therefore will be funded by the City in 2015-2020.</p> <p>Low and Moderate Income Housing Asset Funds Program Guide: The current use of LMIHAF Funds includes \$162,500 for Homeless Prevention and Rapid Re-housing Services, Extremely Low Income Rental Vouchers Services, and associated case management. With the current total allocation of \$250,000, there is \$87,500 left for “Outreach” to be administered by the City and LA County Sheriff.</p>

Goal 2: Ensure City staff are equipped to address the intersection of homelessness and their department through increased training on proper engagement techniques and available resources
Goal 2 is included in Bellflower’s Plan as a direct result of input received from City staff during stakeholder meetings. The Goal aims to increase the coordination between service providers, City departments, and County departments operating in Bellflower. Goal 2 works to empower City staff to address homelessness, de-stigmatize homelessness among City staff, and encourage resource sharing across City departments.
Approachable Action Items

Action 2a: In partnership with a service provider, regularly convene City and County departments in Bellflower to 1) Generate solutions-oriented discussion about homelessness in the City, 2) Increase awareness of available external resources to address homelessness, 3) Ensure efficient use of City resources when responding to requests associated with homelessness, and 4) Provide regular training to City staff on engagement techniques and available resources.	
Policy Changes	No associated policy changes required
Measurement	Meetings occur on regular and reliable schedule
Timeline	6 months
Ownership	Public Safety; Public Works; Human Resources Division
Leveraged City Resources	Space at City facilities
Funding Opportunities	General Fund
County Strategy Alignment	E4, E7
City Policy Alignment	N/A
Action 2b: Adhere to the LA County Sheriff Department cleanup protocol (see Appendix J) when conducting clean ups of large encampments in the City. The protocol allows for time to conduct outreach at the site of an encampment before the cleanup, coordination between all parties involved, and a clear understanding of the appropriate way to engage people experiencing homelessness.	
Policy Changes	Utilize LA County Sheriff Department cleanup protocol more frequently
Measurement	Protocol is followed for cleanups of large encampments
Timeline	6 months
Ownership	Public Safety; Public Works
Leveraged City Resources	Staff time
Funding Opportunities	Funding not required to complete action
County Strategy Alignment	E4, E5
City Policy Alignment	See County Homeless Encampment Protocol in Appendix J.

Goal 3: Educate residents to combat misconceptions about homelessness and how to access available resources
City staff, service providers, and residents recognized the need to engage community members around the causes of homelessness and the resources available to address homelessness. City staff reported a high volume of calls from residents that they are unable to address due to legal and resource limitations. Service providers recognized the need to have an informed community to comprehensively address the needs of people experiencing homelessness. Increased education addresses the concerns and opportunities brought up by all stakeholders.
Approachable Action Items
Action 3a: Invite service providers to have booths or tables at community events to educate residents about 1) Current efforts to address homelessness in the City, including limitations of

City departments and law enforcement, 2) Resources available to people experiencing homelessness, and 3) How interested residents can help end homelessness in the City	
Policy Changes	No associated policy changes required
Measurement	Service providers are present at City events
Timeline	6 months
Ownership	Economic Development
Leveraged City Resources	Space at City facilities
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	N/A
Growth Action Items	
Action 3b: Coordinate public messaging about homelessness between and among service providers, City Council, and City staff.	
Policy Changes	No associated policy changes required
Measurement	Service providers, City Council, and City staff utilize fact-based messaging when communicating with the public about homelessness
Timeline	12 months
Ownership	Economic Development; Public Safety
Leveraged City Resources	Staff time
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	N/A
Action 3c: Utilize City social media to combat misconceptions about individuals experiencing homelessness and enhance awareness of available resources for people experiencing homelessness.	
Policy Changes	No associated policy changes
Measurement	City social media communication about homelessness is informative and effective
Timeline	12 months
Ownership	Public Safety
Leveraged City Resources	Staff time
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	N/A

Goal 4: Mobilize the community to proactively address homelessness	
Involving concerned residents from various groups that can uniquely address different aspects of homelessness would be beneficial to the City. Residents and service providers cited the community as an asset needed to successfully address homelessness in the City. Goal 4 aims to ensure this group is utilized to address homeless as much as possible.	
Approachable Action Items	
Action 4a: Create a Bellflower Homeless Coalition that includes providers, interested residents, law enforcement, faith communities, and business owners that 1) Meets regularly to discuss concerns, challenges, possible solutions, and opportunities for volunteering, 2) Identifies businesses that would be willing to hire people with a history of homelessness, and 3) Coordinates the efforts of faith communities to ensure the provision of short-term resources does not interfere with long-term resources that help to reduce homelessness.	
Policy Changes	Pass a Motion recognizing the Bellflower Homeless Coalition
Measurement	Establish Coalition
Timeline	12 months
Ownership	Public Safety
Leveraged City Resources	Staff time; Space at City facilities; Time during City Council meetings; Social Media promotion
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	N/A

Goal 5: Prevent Bellflower residents from becoming homeless	
Prevention programs both prevent and break the cycle of homelessness. The City has recognized the inability of its lowest earning residents to pay the current market rate for rental units (2014-2021 Housing Element, 71). Service providers and City residents also reported Prevention as a needed program. It is a proven strategy in efforts to address homelessness.	
Approachable Action Items	
Action 5a: Educate residents on programs that exist to prevent people from experiencing homelessness.	
Policy Changes	No associated policy changes required
Measurement	More residents are aware of available homeless prevention programs
Timeline	12 months
Ownership	Economic Development
Leveraged City Resources	Staff time; Space at City facilities
Funding Opportunities	Funding not required
County Strategy Alignment	A1, A5
City Policy Alignment	2015-2021 Housing Element: In 2010, 53 percent of households in Bellflower paying mortgage or rent were spending more than 30 percent of their incomes on housing and, therefore, overpaying for housing (50). This

	cost-burdened portion of the community is at risk of experiencing homelessness. 2014-2021 Housing Element: “Very low-income households would not be able to afford rental apartments in the City given the current market trends” (71).
Growth Action Items	
Action 5b: Enhance the spending efficiency of prevention funding	
Policy Changes	Consideration of LMIHAF uses
Measurement	Increase the number of Bellflower residents served
Timeline	24 months
Ownership	Economic Development
Leveraged City Resources	Staff time
Funding Opportunities	Low and Moderate Income Housing Asset Funds (LMIHAF); HOME; CDBG
County Strategy Alignment	A1, A5
City Policy Alignment	2014-2021 Housing Element: “Very low-income households would not be able to afford rental apartments in the City given the current market trends” (71). 2015 Consolidated Plan: The plan acknowledges that “lower-income families, especially those earning less than 30 percent of the median income and those that pay more than 50 percent of their income on housing are at imminent risk of becoming homeless” (25). 2015 Consolidated Plan: As of 2015, Bellflower has seen a 65 percent increase in median rent since 2000 (54).

Goal 6: Increase stock of bridge, supportive, and affordable housing available in the City	
The proven solution to ending homelessness is housing (see Appendix L for additional details about supportive housing). Service providers and the majority of residents at the Community Listening Session cited their interest in creating bridge, supportive, and affordable housing in the City. Further, Bellflower is not currently meeting the state mandated Regional Housing Needs Allocation (RHNA) goals and is subject to SB 35 streamlining for proposed developments with at least 50 percent of units restricted as affordable housing.	
Approachable Action Items	
Action 6a: Track vacant rental units and encourage Bellflower landlords to rent units to people exiting homelessness through education about various landlord incentive programs.	
Policy Changes	No associated policy changes required
Measurement	List of vacant properties throughout the City is created, maintained, and submitted to housing.lacounty.gov ; Landlords are aware of incentive programs
Timeline	24 months
Ownership	Planning; Economic Development

Leveraged City Resources	Staff time
Funding Opportunities	Funding not required
County Strategy Alignment	E7
City Policy Alignment	<p>2014-2021 Housing Element: Goal 1, Program 3 – “Monitor and Preserve Affordable Housing”: The Program Objectives indicated in the Housing Element including maintaining a “list of affordable units throughout the City including affordability information to ensure landlords are compliant with deed restrictions and to preserve affordable units” (18).</p> <p>Adopted Objectives also include collecting “information on units without deed restrictions...and communicate with land owners and/or property managers of unrestricted units to encourage the establishment of an affordability covenant” (18).</p> <p>2014-2021 Housing Element: Goal 4, Program 22 – “Section 8 Rental Assistance”: The Program Objective states that the City will “continue to provide assistance to households through continued participation in the Section 8 program and encourage rental property owners to register their units with the Housing Authority” (33).</p> <p>As of 2010, 689 Section 8 vouchers were leased to Bellflower residents (2014-2021 Housing Element, 138). Therefore, the City must continue to identify landlords willing to accept Section 8 vouchers.</p>
Action 6b: Ensure sufficient progress toward Lower Income RHNA by actively pursuing partnerships with nonprofit developers to build on or rehabilitate underutilized lots or buildings.	
Policy Changes	Allow the Economic Development Department to actively pursue partnerships with nonprofit developers
Measurement	Lower Income RHNA allocation reached
Timeline	24 months
Ownership	Economic Development; Planning
Leveraged City Resources	Staff time
Funding Opportunities	CDBG; HOME
County Strategy Alignment	N/A
City Policy Alignment	<p>The City is required to plan for RHNA allocation from the 2008-2014 planning period and the 2014-2021 planning period (2014-2021 Housing Element, 104). For the combined planning period, the total allocation for the City is 1,069 units, including 263 units for very low-income and 164 units for low-income households (2014-2021 Housing Element 104).</p> <p>Between 2006 and 2014, the City approved or developed 220 units (6 units for very low-income, 67 units for moderate-income, and 147 units for above moderate-income households) (2014-2021 Housing Element 105). Therefore, the City is responsible for making sites available to accommodate for 849 units in this planning period.</p>

Due to the fact that Bellflower has made insufficient progress toward their Lower Income RHNA (Very Low and Low Income), the City is subject to SB 35 streamlining for proposed developments with at least 50 percent of units restricted as affordable housing (SB 35 Statewide Determination Summary, 6). “SB 35 streamlines multi-family project approvals, at the request of a developer, in a city that fails to issue building permits for its share of the regional housing need by income category” (*A 2018 Guide to New Housing Law in California*, League of California Cities, 6). See Appendix I for additional details about SB 35.

2014-2021 Housing Element: Goal 5, Program 25 – “Ensure Adequate Sites to Accommodate the RHNA”: “To facilitate the development of affordable housing and accommodate the City’s remaining RHNA... the City will establish and implement the Bellflower/Alondra Mixed-Use (BAMU) Overlay Zone” (35). The BAMU Overlay Zone will help encourage higher density residential development (35).

2015 Consolidated Plan: “The greatest housing needs in Bellflower include affordable housing units for large families, elderly, female head of household with children, and affordable housing to serve special needs persons and the homeless and those that are at risk of homelessness” (53). The identified “greatest housing needs” in the City align with the aim of Action Item 6b and can be addressed through nonprofit partnerships.

2014-2021 Housing Element: Goal 1, Program 3 – “Monitor and Preserve Affordable Housing”: Program Objectives include pursuing partnerships with nonprofits to “preserve and expand affordable housing in the City” (18).

2014-2021 Housing Element: Goal 2, Policy 2.2: “Facilitate and encourage the development of affordable housing for seniors, large families, persons with disabilities, and other identified special housing needs” (20).

2014-2021 Housing Element: Goal 3, Program 14 – “Prioritize Housing Program Activities”: “Based on the needs analysis in this Housing Element, there is a need to provide affordable rental units for large families” (28).

2015 Consolidated Plan: The Consolidated Plan provided a Needs Assessment related to housing. Based on the housing needs, the City established priorities, including the following: “Housing Acquisition/Development: Funds will be invested to acquire and develop affordable housing” (16).

2015 Consolidated Plan: Through surveys, public meetings, and research, the City identified “Priority Needs” with corresponding priority levels of “High Priority,” “Medium Priority,” and “Low Priority.” (86). The designation of “High Priority” means that “activities to address [the identified] need will be funded by the City during the five-year period” of 2015-2020 (86). The

	“Development of Affordable Housing” is identified as a “High Priority” need (82).
Growth Action Items	
Action 6c: Conduct a land use assessment and create a catalog of underutilized lots or buildings to determine where additional affordable units could be built in Bellflower.	
Policy Changes	No associated policy changes required
Measurement	Land use assessment indicates where additional affordable units could be built
Timeline	24 months
Ownership	Planning; Consider hiring a Planning Consultant
Leveraged City Resources	Staff time
Funding Opportunities	General Fund
County Strategy Alignment	F1, F6
City Policy Alignment	<p>2014-2021 Housing Element: Goal 2, Program 5 – “Second Units”: With certain parcel requirements, the City allows second unit developments in residential zones (21).</p> <p>2014-2021 Housing Element: Goal 4, Program 23 – “Homeless Assistance”: The Program Objective is to “expand transitional and temporary housing opportunities and support services within the area” (34).</p> <p>2014-2021 Housing Element: Goal 5, Program 25 – “Ensure Adequate Sites to Accommodate the RHNA”: “To encourage the development of residential projects with affordable units, the City will meet with land owners to facilitate redevelopment on vacant sites and severely underutilized sites within the BAMU Overlay Zone (36).</p> <p>2014-2021 Housing Element: Goal 5, Program 26 – “Lot Consolidation”: “To encourage the development of residential and mixed-use projects, the City will establish a lot consolidation program, which offers incentives such as reduction in development standards (i.e. lot size, parking, and open space requirements) to merge adjacent lots” (37).</p> <p>2015 Consolidated Plan: The plan reports that there are zero beds available at any point in time for people in need of emergency shelter, transitional housing, or permanent supportive housing (64). The identified lack of resources could be addressed through Action 6c’s implementation.</p> <p>2015 Consolidated Plan: The City indicated “Decent Housing” and seeking “opportunities to expand affordable housing, retain affordable housing stock, and or increasing the availability of affordable permanent housing” as an objective in the Plan Needs Assessment Overview (1).</p> <p>2017-2018 Annual Action Plan: “The City is built-out and has no available land to build upon. To address this deficiency, the City has prepared a mixed-use development zone in the town center area and the Bellflower</p>

	Alondra Mixed Use Overlay Zone so that underutilized sites may be considered for housing development” (31).
Action 6d: Identify motels that could be converted into bridge or supportive housing.	
Policy Changes	Amend the municipal code to allow motel conversion to transitional or supportive housing if the motel owner has an executed contract agreement that demonstrates that it will provide onsite supportive services. With the executed contract, eliminate current limit of stay for the motel.
Measurement	Motel(s) converted into bridge or supportive housing
Timeline	36 months
Ownership	Planning; Consider hiring a Planning Consultant
Leveraged City Resources	Staff time
Funding Opportunities	CDBG; HOME
Measure H Alignment	E8
City Policy Alignment	<p>2017-2018 Annual Action Plan: “The City will provide funding to CHDO’s that may develop new construction of transitional housing for women with alcohol and substance abuse problems” (29).</p> <p>2015 Consolidated Plan: The City indicated “Decent Housing” and seeking “opportunities to expand affordable housing, retain affordable housing stock, and or increasing the availability of affordable permanent housing” as an objective in the Plan Needs Assessment Overview (1).</p>

DRAFT

Plan Implementation

Below is the name and contact information for the city employees who will lead the implementation of this Plan in each City.

Paramount			
Adriana Lopez, Public Safety Director	15001 Paramount Blvd Paramount, CA 90723	562.220.2001	alopez@paramountcity.com

Bellflower			
Joel Hockman, Director of Public Safety	16600 Civic Center Drive Bellflower, CA 90706	562.925.0124	jhockman@bellflower.org

Appendix A: Stakeholder Meeting Notes

Paramount Notes

**Service Provider Stakeholder Meeting (held jointly with Bellflower)
Clearwater Building, 10-11:30am, March 30, 2018**

Challenges

- Limited role of Department of Public Health in SPA 6 currently
- Lacking coordination with Public Safety/Sheriff's Department
- No service provider located in the City
- Misperception of the homeless as criminals
- Real estate market is tight and people are tied to these communities so they don't want to leave
- Lack of shelter, winter shelter pick-ups aren't local
- Veterans are from here; lack of affordable units
- Timeliness of service connection/housing
- Community education is limited
 - Perception of homeless as from other communities
- At discharge from TX (SUD, MH) they are ineligible for homeless services & transitional housing
- Large scale clean ups displace people
- Unrealistic expectation from law enforcement and service providers
- Faith based organizations focus on short term solutions

Solutions

- Make prevention funds available
- Make the homeless count more approachable
- Community education
 - LAHSA community toolkit
 - Share individual stories
 - Public information officer (online, TV Media)
 - Champions on social media page
 - Invite providers to attend community gatherings
- City council/staff/community member outreach experience
 - Public meetings/town halls for public info sharing
 - Engage faith based organizations around long term solutions -> shift focus from short term to long term
- Engage community colleges
- Increased communication between public safety, law enforcement, providers
- Money for prevention
- Eviction defense and work with building managers

Approachable Goals

- Social media education

The Plan to Prevent and Combat Homelessness

- Increased educational social media, community meetings
- Regional alignment with City plans
- Educate landlords about incentives

Growth Goals

- Use housing successor agency funds for prevention
- Council member education (mandatory, yearly)
- CDBG for low-income households to prevent homelessness
- Encourage local businesses to hire homeless individuals

Reach Goals

- Development of transitional/supportive housing
- Rent control
- More involvement with the homeless count & use for education

City Staff Stakeholder Meeting

Paramount Sherriff Substation, 10-11:30am, April 11, 2018

Intersections

- Community Development
 - Calls from business owners complaining
- Public Works
 - Calls from residents about encampments
 - Clean ups after people move away
- Parks and Recreation
 - People experiencing homelessness hang out in parks
 - Calls about people hanging out on bus benches
 - School district referrals
 - (People think the Parks Department has resources to address homelessness)
- Public Safety
 - Respond to City department calls
 - Finding people who have left their belongings on City property
 - Posting clean ups
 - Coordinate with other non-City agencies
 - Engaging the Sheriff's Department
 - Refer people to KCB

Challenges

- Residents misunderstanding/lack of education around homelessness causes, services, and enforcement
- Lack of services, immediate need
 - DMH
 - KCB is only resource
- High volume of calls demands a lot of City resources in order to respond

The Plan to Prevent and Combat Homelessness

- Threat of lawsuits, navigating laws
- Difficult to balance compassion and enforcement
- Current zoning doesn't allow for shelters, supportive housing
- People think the Senior center has homeless services
- Threats of violence against parks staff
- Home conversions are breaking code
- Lack of affordable housing
- Density limits are low

Solutions

- Staff Education/Training
 - What resources are available
 - What is enforceable
 - Basic engagement
- Community Education at City events, Senior center, and social media
 - Tables/booths for service provides
- Motel Vouchers tied to case management/housing plan
- Landlord Engagement
- Updating zoning to allow for siting of shelter/higher density/affordable housing
- More outreach staff dedicated to City
 - Co-location at parks/Sheriff substation
- Coordinated messaging across City departments
 - Interdepartmental Task Force
- More Success Stories/Face of Homelessness that can be shared with residents
- Incentivize shared housing
- Better communication between City/County departments
- Storage units/lockers
- Coordinated trash pickup at encampments

Community Input Session

Paramount Community Center, 7-8:30pm, May 2, 2018

1. What questions do you have about homelessness?
 - a. Who transports the belongings of people experiencing homelessness and where do they store the items for 90 days?
 - b. Any particular reason why the deputies who treat the homeless are female?
 - c. Why is an encampment five or more people? What happens when it's just 1 person?
 - d. Are there parking lots in Paramount that welcome people that live in their cars?
 - e. Since this process is grant funded:
 - i. When will the grant money run out?
 - ii. There's a surplus now, however, who will continue to subsidize funds when grant monies run out?
 - f. Driving here I passed by at least two lots on Colorado Ave that could be re-appropriated to shelter the homeless. Is there any way we could get that done, given the bureaucracy?
 - g. Who pays for clean ups?

The Plan to Prevent and Combat Homelessness

- h. How much is the grant in total?
 - i. Seems like we are going to work with already established services. Is there anything the City can do to build shelter?
 - j. What has Paramount done so far to help the homeless?
 - k. What percent of the homeless accept the help and are rehabilitated from it?
 - l. Is PATH also using “Keep Your Home California” for housing assistance?
 - m. How do you deal with people who don’t want to leave the area?
2. What are the three biggest obstacles to ending homelessness in the City? (small group discussion; answers compiled; + indicates the number of groups that identified the obstacle)
 - a. Safe parking and getting neighborhoods to “buy in” +
 - b. Available shelters are far away and have a lot of restrictions ++
 - c. Lack of information about available services +++
 - d. Mental Health Concerns +
 - e. Lack of affordable housing +++++
 - f. Lack of collaborative community effort
 - g. People don’t always accept help +
 - h. Limited resources, mobilize volunteers +
 - i. NIMBYism
 - j. Need more local service providers
 - k. Need for employment opportunities
 - l. Overcrowding in homes
 - m. Selling of publically owned land that could be used to site shelters or affordable/supportive housing to private companies
 - n. Lack of compassionate design
 - o. Lack of community education
3. What solutions do you think could address these obstacles?
 - a. Get the churches and civic clubs to buy in to solutions
 - b. Use prevention for individuals and families. Involved LADPH and Center for Health Equity. Look at Century Villas of Cabrillo as a model.
 - c. Identify the different groups that exist for homelessness and break them into groups that specialize and could help.
 - d. The working class doesn’t qualify for apartments because of high requirements like making 2.5 or 3 times the rent, good credit, working for at least a year, etc. This is an issue that is not only part of the City of Paramount.
 - e. **Vacant land and buildings located at Long Beach Harbor-Port that are government owned and not being used.**
 - f. Address the lack of resources as a community and advocate through the City website by holding events or reaching out to Paramount High School for volunteers to steward a problem that is represented by the City of Paramount.
 - g. **Development of comprehensive programs that provide shelter, mental health care, job placement, education, and long term resources that are needed.**
 - h. Provide well designed public bathrooms, showers and laundromats (see Portland Loo)
 - i. **Build affordable housing on publically owned lands, don’t sell it**
 - j. **Build shelter in Paramount**

- k. Develop a community land trust**
- l. Work together with the upcoming metro rail to build near transit lines**
- m. Include restaurants and markets with the distribution of food
- n. Get the community educated and involved
- o. We have empty land that can be developed. Also, trucks are not housing, let's clean out the trailers and get them on real lots.**
- p. Use the Paramount Swap Meet or other privately owned properties to create safe parking. Use other lots and empty spaces to build shelter.**
- q. Get information in public areas, parks, libraries, churches, schools
- r. To address NIMBYism we have to de-stigmatize homelessness. Connect transit oriented development with supportive housing that is actually affordable and not "market-rate" housing. Prevent gentrification and increasing housing costs.
- s. Disperse info cards at all City facilities.

Bellflower Notes

City Staff Stakeholder Meeting

Bellflower City Hall Greenroom, March 22, 2017 10-11:30am

1. How does your job interest with Homelessness
 - a. Parks and Recreation
 - i. Unsure how to interact
 - ii. Parks are unsupervised after dark
 - iii. Encampments in parks
 - iv. Public restrooms in parks have to be cleaned more frequently
 - v. The unpredictable reaction of people experiencing homelessness
 - b. Public Works
 - i. Responding to constituent requests requires immediate action
 - ii. Difficult relationship with CalTrans in cleaning up under freeways
 - c. Code Enforcement
 - i. Vacant Buildings
 - d. Public Safety
 - i. Criminal Activity
 - e. City Manager
 - i. Receives calls from people on the verge of homelessness
 - f. Planning
 - i. Complaints about transitional housing that is under the limits of requiring certification (means they can't do anything about the complaints)
2. Opportunities
 - a. More involvement in Homeless Count
 - b. Service Provider ride alongs to identify encampments
 - c. More ability to enforce laws
 - d. More immediate response
 - e. Better collaboration between Sheriff and City Departments
 - f. Advocating for laws to be changed
 - g. Effectively triaging people to appropriate resources
 - h. Linkage to Employment

The Plan to Prevent and Combat Homelessness

- i. Adopt area currently controlled by CalTrans to have ability to do clean ups and enforcement in that area
- j. Secure funding & resources specifically to address overtime for City staff that is spent on addressing issues related to homelessness
 - i. Measure H Funds?
 - ii. Ocean Blue bills for cleanup of items/encampments that require special cleanup
- k. Interdepartmental/Agency Team**
 - i. City departments: public works, code enforcement, parks & rec**
 - ii. Providers: mental health, substance use counselors, homeless services**
 - iii. County Sheriff (access Measure H funds for an additional officer who only addresses issues related to homelessness)**
- l. Have service providers co-located at parks
- m. By Name List of people in the City experiencing homelessness, so we can truly measure impact
 - i. Better data in general
- n. Training for the Sheriff Deputies in Bellflower on how to better address homelessness

Service Provider Stakeholder Meeting (held jointly with Paramount)

Clearwater Building, 10-11:30am, March 30, 2018

1. Challenges

- More limited coordination with public safety
- PATH really engaged in SPA 7
- Expedited clean up press (2-3 hrs.)
- Misperception of homeless as criminals
- Real estate market is tight and people are tied to these communities so they don't want to leave
- Lack of shelter, winter shelter pickups aren't local
- Veterans are from here; lack of affordable units
- Timeliness of service connection/housing
- Community education is limited
 - Perception of homeless as from other communities
- At discharge from TX (SUD, MH) they are ineligible for homeless services and transitional housing
- Large scale clean ups displace people
 - Unrealistic expectation from law enforcement and service providers
- Faith community focus on short term solutions

2. Solutions

- Caring Connection- BUSD
- Service provider booth to educate community at Street Fest
- Volunteer program
- Homeless neighbor volunteering
- Motel voucher (temporary housing)
- Landlord buy in, incentives

The Plan to Prevent and Combat Homelessness

- Communicate the need so community members can find a role
- Make the homeless count more approachable
- Community education
 - LAHSA community toolkit
 - Share individuals stories
 - Public info officer (online, TV Media)
 - Champions on social media pages
 - Service provider resource fair at community gatherings
- City council/staff/community member outreach experience
 - Information sharing at public meetings
 - Engage faith communities - how to help/ long term solutions and shift focus from short term to long term
- Engage community colleges
 - Increased communication between public safety, law enforcement, and providers
- Money for prevention
- Eviction defense and work with building managers

3. Goals

- Approachable Goals
 - Social media education
 - City backed multi-agency training and booths at City events
 - Regional alignment of City plans
 - Increased outreach (services at or before clean up)
 - Coordinated outreach
- Growth Goals
 - Train councilmembers annually
 - Funding for prevention
 - Goals around service providers at clean ups
 - Mobilize volunteers with specialized skills
 - Educate faith community thinking from short to long term goals
- Reach Goals
 - Concentrated case management to keep people housed
 - Education of motel owners and landlords to rent to homeless individuals
 - Rent control policies
 - Zoning changes to allow supportive housing on church properties

Community Listening Session

Kiwanis Hall, 9302 Laurel St, Bellflower CA, 7-8:30pm, May 3, 2018

1. What Questions do you have about homelessness in Bellflower?
 - a. In addition to financial reasons, are there are causes of homelessness, such as medical/mental health reasons? What percent financial? What percent medical/mental health?
 - b. How can a homeless person whose belongings are being stored find out where they are?
 - c. What are some things City leaders have already discussed for the City's plan?

The Plan to Prevent and Combat Homelessness

2. What are the three biggest obstacles to ending homelessness in your city? (Small group discussion; responses combined)
 - a. Understanding the complex causes of homelessness
 - b. Helping people who don't want help
 - c. Lack of resources
 - d. Lack of affordable housing
 - e. Access to higher paying jobs
 - f. Need more mental health services
 - g. Public misunderstanding of homelessness
 - h. Lack of collaboration between cities
 - i. Substance Use/Dependence
 - j. Prioritizing open space for supportive housing
 - k. Lack of Compassion
 - l. Public Collaboration and input
 - m. Resources aren't available in Spanish
3. What solutions do you think address these obstacles? (taken from public comments and comment cards)
 - a. Come up with single County wide plan to address homelessness that all cities are required to participate in
 - b. Use social media groups, or things like "next door" to encourage attendance at meetings and have quarterly or monthly meetings to let residents know what challenges exist and how they can get involved
 - c. The City should have an office/department where people experiencing homelessness could go to get consultation and help
 - d. Each city should have an emergency shelter
 - e. Increase employment
 - f. Help for families and single parents
 - g. Utilize unused properties to build permanent supportive housing with supplemental services on site (MHSA units)
 - h. The City should consult with local service providers about issues of homelessness and proposed solutions
 - i. Direct Measure H funding into rehabilitation of buildings for housing, not more staff
 - j. Easier application process for public housing.
 - k. The state should invest in building mental health hospitals to care for individuals that have mental health disorders
 - l. Continue open forums in the various locations sharing reasons and helping the every day man know/clarify that "all homeless" is not because they want to be
 - m. Work with community organizations to be more proactive
 - n. Find more easily available transition beds locally
 - o. Create a pop-up medical facility
 - p. Think outside the box when utilizing public land
 - q. Invest in materials and items needed to translate and create community outreach for speakers of other languages
 - r. Identify locations within the City for shelter and funding to run the shelter
 - s. Utilize empty buildings to create affordable/supportive housing instead of building new buildings.

Appendix B: List of Participating Organizations

A special thank you to all the City departments and community based organizations, listed below, that contributed to the development of this plan.

Representatives from the following City Departments

- Bellflower City Manager's Office
- Bellflower Code Enforcement
- Bellflower Economic Development
- Bellflower Parks and Recreation
- Bellflower Planning
- Bellflower Public Safety
- Bellflower Public Works
- Paramount Community Development
- Paramount Community Services & Recreation
- Paramount Public Safety
- Paramount Public Works

Community Partners

- Care More
- Kaiser Permanente
- Kingdom Causes Bellflower
- LA County Department of Public Health
- LA County Sherriff's Department
- Little House
- Los Angeles Homeless Services Authority (LAHSA)
- Partners in Health (PIH)
- The Office of Supervisor Janice Hahn
- Veteran's Affairs
- Whittier First Day

Appendix C: Citizen's Guide to Engaging People Experiencing Homelessness

Please see the Citizens' Guide to Engaging People Experiencing Homelessness provided by PATH on the following two pages. Please note that the Citizens' Guide to Engaging People Experiencing Homelessness will be updated in Summer 2018 to reflect new County policies and the implementation of a Countywide hotline system: LA-HOP (Homeless Outreach Portal).

Citizen's Guide to Engaging People Experiencing Homelessness



PATH supports thousands of individuals, Veterans, and families move off the streets and into permanent homes every year. You can support our neighbors experiencing homelessness by understanding how to best respond when someone asks for help. These are just a few best practices, as shared by PATH staff.

The Basics

Saying hello, smiling, or nodding is always appropriate!

Agencies like PATH collaborate with other homeless service providers. Outreach Teams are contracted by local Councils of Governments (COGs), Supervisorial Districts, and local city governments to engage people still living on the streets. People that you see every day may already be on the road to building relationships with these local providers. This is called the Coordinated Entry System (CES), and you are a big part of this system as well!

WHAT DO YOU SAY TO SOMEONE WHO IS HOMELESS?

HELLO.

Offering Assistance

Remember that no matter the circumstances, anyone can Make it Home when they're supported with the right services. Unfortunately, for a variety of reasons, some people are distrustful of the system.

PATH's philosophy is to do whatever it takes to rebuild that trust and help people Make it Home!

People often ask for money. If you would like to support them with a resource other than money, acknowledge them, and say that you don't have any cash to donate, but would like to assist them with some food or clothing. If they decline, you can always offer them PATH's outreach hotline number listed below.

If a person seems receptive and you feel comfortable and safe, please share PATH's hotline:



(562) 373-5264

This number can be called for PATH services in any of the following areas: Artesia, Avalon, Bell, Bell Gardens, Bellflower, Cerritos, Commerce, Compton, Cudahy, Downey, Hawaiian Gardens, Huntington Park, Industry, La Mirada, Lakewood, Long Beach, Lynwood, Maywood, Montebello, Norwalk, Paramount, Pico Rivera, Santa Fe Springs, Signal Hill, South Gate, Vernon, Whittier, and Unincorporated Areas.

If there is a medical emergency, please call 9-1-1.

For resources like food, emergency shelter, clothing, translators, and shower services, please call 2-1-1. They will text or email information regarding services in the area.

Contacting Outreach Teams

If an individual is not receptive at all, politely end the conversation and report the encounter to your local Outreach Team. Leave a voicemail detailing descriptive information about the prospective client, and where they regularly ask for support.

“My name is Joe, and I’m calling to ask that a Street Outreach team member be dispatched to ‘X’ corner at ‘Y’ times during the week. Thank you!”

Even if you do not interact with someone, please leave the same detailed voicemail. Outreach teams should be dispatched within 24-72 hours (Monday through Friday, 7:00 am to 3:30 pm). •



Educating Minors

Conversations about homelessness with children can be difficult. Many of our supporters are already setting an example of compassion and understanding for younger generations of Los Angelinos.

Those experiencing homelessness are people just like you and me. Our YouTube channel can be a great resource to educate minors on homelessness, and to hear the stories of those we serve. Visit www.youtube.com/pathpartners.



Contact your local homeless service providers, like PATH, to ask about volunteer opportunities for minors. Young supporters will then have the opportunity to see first hand the types of solutions in ending homelessness.

Should minors ask you about homelessness, acknowledge their compassion for even asking, and ask whether they're open to exploring the issue further.

“You’re amazing for asking! It shows how much you care for our homeless neighbors! Do you want to check out PATH’s website to learn more? Do you want to volunteer to help out one day?”



Quick Tips

Again, thank you for supporting our neighbors experiencing homelessness! Here are a few quick tips to help you navigate ways to support:

- If there is a medical emergency, please call 9-1-1.
- For resources like food, emergency shelter, clothing, translators, and shower services, please call 2-1-1. They will text or email information regarding services in the immediate area.
- If you don't feel comfortable or safe, please do not engage with a person experiencing homelessness. You can still contact your local Outreach Team to report a prospective client. Be sure to include as much detail as possible (ex. *“I see a homeless senior on X corner at Y time every day of the week. Please send your Outreach Team to support.”*)
- Empower minors to listen to client stories, and join local volunteer opportunities!



PATH is ending homelessness for individuals, families, and communities. We do this by building affordable housing and providing supportive services throughout California. To learn more visit www.epath.org

Appendix D: Gateway Cities Council of Governments Homeless Action Plan 2018 Regional Goals

Please see the 2018 Regional Goals of the GCCOG Homeless Action Plan on the following three pages.



**Gateway Cities Council of Governments
Regional Goals to Prevent and
Combat Homelessness**



1. Goal: Increase coordination between homeless service providers and cities.

Approachable Action Items:

- Conduct consistent (quarterly/annually/by department) staff training hosted by a local service providers to train staff and elected officials throughout Gateway Cities
- Education on homelessness, regional resources available, and engagement techniques

Growth Action Items

- Hold annual workshops of elected officials and city managers to brainstorm regional solutions to homelessness
- Each city will designate at least one staff person who is the primary contact for issues related to homelessness in the city.

High Impact Action Item:

- Increase availability of homeless services in the region through additional investments from cities

Reasoning: Measure H has dramatically expanded services in the region, but cities need guidance on how to access the resources and refer individuals and families. Creating a “no wrong door” for service access is critical for service providers and cities to be able to effectively address homelessness. Cities have also expressed a need for more coordination in the way trainings for their staff are made available, not just having them at the city level, but at the regional level. Regional trainings would also ensure that the efforts to address homelessness are more coordinated across the region, not just by service providers, but by city staff as well.

GCCOG Homeless Action Plan, 2011: The original plan included a goal of enhancing government-wide collaboration. Training city staff builds on the collaboration of elected officials and city managers and ensures staff at all levels of government are approaching homelessness using the same strategy.

2. Goal: Engage residents and special groups

Approachable Action Items:

- Conduct service provider and city co-hosted community meetings to engage residents around the issues
- Use social media and city messaging platforms to educate residents around the causes of and efforts to address homelessness.
- Hold regular gatherings of groups that are working to end homelessness (faith communities, school districts, health care providers, etc)
- Coordinate faith communities in each city to better address the needs of people experiencing homelessness in each city.

Growth Action Items:

- Voice public support for the United Way Greater Los Angeles Everyone In Campaign, aimed at siting additional units of supportive housing throughout Los Angeles County.

Reasoning: Service providers and government agencies can't end homelessness on their own, it requires everyone doing their part. Engaging and educating residents is a necessary step in addressing their concerns and misconceptions to the point where they become allies in addressing homelessness in their cities. It's also important to ensure that the special groups, like faith communities, that are already addressing homelessness be encouraged to continue their work and link their efforts to long term solutions. This will also help to divert calls for service from Law Enforcement to service providers.

GCCOG Homeless Action Plan, 2011: One of the plan's original goals was to engage various sectors of the community to foster support for the strategy and efforts. These action items build on the mindset and effort taken in the last seven years to create community support for solutions to homelessness in the region.

3. Goal: Increase stock of interim, affordable, and supportive housing

Approachable Action Items:

- Engage property owners around the importance of renting to people moving out of homelessness. Inform them of the various subsidies, incentives, and risk mitigation programs available.

Growth Action Items:

- Conduct a land use assessment to determine where additional affordable and supportive units could be built in the region.
- Expand interim housing capacity regionally by 10% of current stock. Currently there are 1829 interim housing beds, so the goal is to add 183 additional shelter beds.

High Impact Action Items:

- Identify and engage the owner/manager of at least one site per Local Coordinated Area (LCA) that is appropriate for supportive housing development.

Reasoning: Housing is recognized as the only way to end the revolving door of homelessness. The problem is compounded by the housing affordability crisis that the State of California and the County of Los Angeles are facing. Increasing the stock of affordable and supportive housing requires a multi-faceted approach because of the diverse group of people experiencing homelessness, thus reflecting the diversity of action items listed above. Some people need ongoing support because of the challenges they face in their life. Others, however, only need short term support to get



**Gateway Cities Council of Governments
Regional Goals to Prevent and
Combat Homelessness**



back on their feet after experiencing a financial set back in life that kept them from paying their rent. It's important to note that cities do not need front the bill for these developments. Measure H includes funding for the refurbishing of existing buildings.

GCCOG Homeless Action Plan, 2011: Goal 3 of the implementation goal is to increase the stock of supportive housing, aimed at meeting the needs of the people experiencing homelessness in the region. This goal gets at some of the challenges that have arisen in the last seven years, specifically the increasing unaffordability of housing in the region alongside the stagnant wages.

Appendix E: County Homeless Initiative Alignment

The following table provides a summary of the alignment of actions identified in this plan with strategies of the County Homeless Initiative

County Homeless Initiative Strategy	Action in Paramount's Goals	Action in Bellflower's Goals	Description	Measure H Funded
A1	5a,b	5a,b	Homelessness Prevention	Yes
A5	5a,b	5a,b	Homelessness Prevention	Yes
D7	6a	-	Case Management and Services	Yes
E4	4a	2a, 2b	First Responders Training	No
E5	-	2b	Decriminalization	No
E6	2g	1c	Outreach	Yes
E7	1a,b; 2a,b,c,d,e; 3a; 4b, 6a	1b; 2a; 3a,b,c; 4a; 6a	Enhancing the CES	Yes
E8	2f,g	6d	Emergency Shelter	Yes
F1	6b	6c	Affordable/Homeless Housing	No
F3	6c	-	Affordable/Homeless Housing	No
F5	6c	-	Affordable/Homeless Housing	No
F6	6b	6c	Homeless Housing	No
F7	6c	-	Homeless Housing	Yes

Appendix F: Description of County Homeless Initiative Strategies

The following are descriptions of County Homeless Initiative strategies that align with strategies in Paramount's Plan. The descriptions are taken directly from the County Homeless Initiative Action Plan (<http://homeless.lacounty.gov/the-action-plan/>).

Strategy A1: Homeless Prevention Program for Families

Los Angeles County has an opportunity to build on current programs and services to develop an integrated, comprehensive system to assist families on the verge of homelessness.

DPSS provides homeless prevention assistance to certain CalWORKs families in the form of eviction prevention, temporary rental subsidies and other financial services, but provides limited case management services and no legal services. First 5 LA funds home visitation programs which could play a role in identifying families who are at risk of homelessness. The County and City of Los Angeles fund the HRSS to expedite the delivery of housing and other supportive services to families experiencing homelessness, but has provided very limited homeless prevention services. The Board recently allocated \$2 million to HFSS for prevention purposes that could be useful to learn from and build upon.

LAHSA should develop, in collaboration with County agencies and family system partners, a comprehensive strategy to effectively identify, assess, and prevent families from becoming homeless, and to divert families in a housing crisis from homelessness. The strategy should consist of a multi-faceted approach to maximize and leverage existing funding and resources, evaluate and potentially modify policies that govern existing prevention resources to allow greater flexibility, prioritize resources for the most vulnerable populations, and create an outreach and engagement strategy to identify access points for families at risk of homelessness. The major areas critical to developing a homeless prevention system in Los Angeles County involve identifying additional and targeting current resources from multiple systems to focus on homeless prevention.

Strategy A5: Homeless Prevention Program for Individuals

This Strategy will provide screening and a targeted intervention to single adults and youth who are currently at risk of becoming homeless and have been screened and identified as having high risk factors. The goal of Homeless Prevention is to provide a short-term targeted intervention to address people's housing crisis before they become homeless.

According to the January 2016 Los Angeles Homeless Services Authority (LAHSA) Housing Gaps Analysis, there were approximately 2,500 households that could benefit from prevention services each year; however, in looking at recent data of people newly experiencing homelessness this number appears to be increasing. Additionally, the data used for the Gaps Analysis did not identify all households that become homeless.

If programs are able to provide targeted intervention services and resources, this Strategy can reduce long-term biological, psychological, social, and economic impacts often caused by the experience of becoming homeless. An objective during the initial implementation of the A5 Strategy will be to improve intervention screening and targeting.

Strategy D7: Provide Services for Permanent Supportive Housing

The proposed strategy is to support the increase in access to supportive housing by funding high quality tenant services, and when necessary, a local rent subsidy to ensure that housing units are affordable to homeless people. This is the only strategy directly aimed at providing long-term housing supports for chronically homeless people...The strategy assumes the funding of 15,000 units of housing over 5 years. 3,000 of the units receive all of the support services funding from Whole Person Care and other local non-Measure H sources, therefore not requiring measure H funding.

Strategy E4: First Responders Training

The proposed training program would educate law enforcement, fire departments, and paramedics, i.e., first responders, about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services, so as to better prepare first responders when interacting with people experiencing unsheltered homelessness. The proposed training would emphasize awareness of, and strategies for dealing with, situations that arise among unsheltered homeless individuals due to an array of issues, such as, mental illness; alcohol and/or substance abuse/addiction (training in overdose Narcan protection/prevention is one component for addressing substance abuse); co-occurring substance abuse and mental illness; and/or physical health ailments. LASD and other police agencies interested in participating in the training will develop the training and protocol based on local and national best practices.

The proposed Countywide encampment/unsheltered homeless protocol would ensure that LA County, and police forces across the County, are responding to the crises of encampments and unsheltered homelessness in a manner that both improves efficiencies across jurisdictional boundaries and achieves more effective outcomes and collaboration among police agencies and homeless service providers.

At a minimum, the protocol must:

- provide first responders with real time information on service providers in the immediate area where they are engaging people on the streets and encampments with the desirable end result being a warm transfer to a homeless service provider who can continue the engagement process, build rapport, and assist the homeless individual to move into housing.
- address the needs of victims of domestic violence (DV) so that first responders are prepared when they engage couples/DV victims on the street and in encampments.
- address the role of Adult Protective Services (APS) in addressing the needs of endangered seniors and dependent adults.
- address best practices for serving the LGBT population.
- incorporate the concepts of Trauma-Informed Care, as applicable to first responders.

Strategy E5: Decriminalization Policy

The criminalization of homelessness has long been seen in some communities as a strategy to address some of the more visible aspects of homelessness; however, over the past few years, there has been an increased understanding that criminalization harms individuals and communities and in fact can make it more difficult to address homelessness. With new efforts by

the Federal Government to encourage communities to roll back these measures, there is an increased need for the County to build on current Sheriff's Department policy and practice and take a leading role in promoting the decriminalization of homelessness throughout Los Angeles County. The decriminalization policy should:

1. Include a protocol that complements the County's Homeless Encampment Protocol (the Encampment Protocol also includes best practices that can be applied to street homelessness), to ensure that the County does not disproportionately enforce existing County ordinances against homeless families and individuals;
2. Include a process to ensure greater collaboration between judicial agencies and local alternative courts, e.g., County Homeless Court, DMH's Co-Occurring disorders Court, etc., to enable homeless individuals to address citation fines before they become a warrant and already-incurred warrants and fines, which are often a barrier to services and housing; and,
3. Support statewide efforts to stop criminalizing homelessness

Strategy E6: Countywide Outreach System

There would be at least one team in each Service Planning Area (SPA) of the County and each team should include the following staff: case manager(s), health outreach worker, mental health outreach worker, substance abuse provider, and LA Homeless Services Authority Emergency Response Team personnel. As needed, the teams would include outreach personnel from agencies that specialize in engaging TAY, Veterans, victims of domestic violence (DV) and Families. The strategy requires a telephone hotline to connect to the street-based team(s) in each SPA with staff trained and well-versed in the services and housing opportunities in their respective SPA/region of the County. For this strategy to be successful, it is imperative that all street teams operate with the same understanding of what it means to conduct outreach and what it means to engage homeless on the streets or in encampments. Department of Health Services' County+City+Community (C3) project, including a connection to Intensive Case Management Services (ICMS), is an appropriate model to emulate. Additionally, the outreach teams need to be aware of DV protocols and have a relationship with DV service providers. The definitions are as follows:

Outreach

Outreach is the critical first step toward locating and identifying a homeless person who is not otherwise contacting a government agency or service provider who can connect him/her to available services and housing resources. Outreach is a means of educating the community about available services, in this case for homeless individuals and families. Outreach is also a process for building a personal connection that may play a role in helping a person improve his or her housing, health status, or social support network.

Engagement

Engagement, when conducted properly, is a process that establishes a trusting relationship that can lead to a homeless person's participation in services and housing. The process begins after the initial street outreach contact or, for example, when a homeless person presents at an agency such as DPSS, a CES provider agency, or an HFSS Family Support Center. The engagement process can take weeks to months. There is no standard timeline for successful engagement and an outreach worker/team should never be discouraged by initial rejections of their offers to assist

The Plan to Prevent and Combat Homelessness

a homeless individual. If an agency's policies and resources do not allow for this time and consistent/persistent effort, the worker will more often than not fail at building the necessary relationship and the homeless person will likely not trust the next outreach worker/team who tries to engage them and offer housing and services.

Strategy E7: Strengthen the Coordinated Entry System

The move toward CES culminated with the implementation of the Federal "Opening Doors" Strategic Plan to prevent and end homelessness, the HEARTH Act, and the requirement that Continuums of Care (CoC) create a coordinated or centralized assessment and housing placement system. This system must be used to prioritize access to housing and services based on service need in order for a CoC to be eligible for federal homeless assistance funding. Coordinated entry is the process through which people experiencing homelessness or at-risk of homelessness can easily access crisis services through multiple, coordinated entry points, have their needs assessed and prioritized consistently, and, based upon those needs, be connected with appropriate housing interventions and supportive services. For special sub-populations, such as victims fleeing domestic violence or human trafficking, or those who are HIV-positive, CES must ensure that data-tracking and matching protocols do not conflict with confidentiality provisions to maintain individual safety and overall well-being. The County and City of Los Angeles have come a long way in coordinating the delivery of homeless services and housing. Over the last several years, there has been greater service integration and cooperation among County departments, city agencies and community organizations. For example, in early 2013 CES for single adults rolled out in Skid Row and is now operational in all SPAs and coordinates housing and supportive services not only with the County and City of Los Angeles, but with networks of over 100 local housing providers as well. CES could be strengthened through more standardization and an enhanced administrative/ technology infrastructure for the coordinated entry systems for single adults and families, as well as the youth system which is currently in pilot. In fiscal year 2014-15, 9,720 individuals were assessed for homeless services and roughly 1,738 were housed.

The plan to strengthen CES and HFSS should include, but should not be limited to, the following three elements:

1. Strengthen the network of housing locators in each service planning area (SPA) to enhance communication, capitalize on best practices and housing/real-estate expertise in securing units, increase efficiency, and minimize duplication of landlord contacts.
2. Develop and implement a common core curriculum training for outreach workers, case managers and other staff participating in CES, inclusive of the various applicable protocols and processes, as well as how others, such as local law enforcement, should be directed to access CES.
3. Implement the following database improvements to the CES module within the Homeless Management Information System (HMIS): A) Assess the CES/HMIS platform to enhance functionality for local users, including the development of a system design workflow; B) Review and evaluate new user training for CES/HMIS, including the time to receive HMIS log-ins and identify process improvements to remedy deficiencies; and C) Identify data software that can support a CES/HMIS report feature by service planning area (SPA) and site specific reports, as well as a proposed budget for implementing this reporting feature.

Strategy E8: Enhance the Emergency Shelter System

The Plan to Prevent and Combat Homelessness

The emergency shelter system should be enhanced to be an effective point-of-access to and component of an integrated homeless services system. An adequate crisis housing system ensures that individuals, families, and youth have a safe place to stay in the short-term, with access to resources and services that will help them exit homelessness quickly – optimally within 30 days

The emergency shelter system should be enhanced as follows:

1. Keep shelters open 24-hours a day/7 days a week. This would enable the shelter system to serve as a staging ground to triage/assess clients for housing, health, mental health, substance use disorder, and social service needs, particularly for outreach and engagement teams.
2. Transform emergency shelters and transitional housing into interim/bridge housing from which homeless families/individuals/youth could transition to the best suited form of permanent housing, such as rapid re-housing or permanent supportive housing. Housing location search assistance should be provided at each shelter by community-based housing locators, since such assistance is key to ensuring that the shelter system operates as effectively as possible with enough “throughputs” to move people out of the shelter system, thereby creating shelter capacity for additional homeless families/individuals/youth, including individuals and families fleeing domestic violence.
3. Establish “low threshold” common criteria for shelter eligibility across the county so that homeless families/individuals/youth can easily enter and remain in shelter without restrictive requirements that either preempt entry into the shelter system or force people to leave before they can transition to permanent housing.
4. Fully utilize the shelter bed assignment system in LAHSA’s Homeless Management Information System so that any provider seeking a shelter bed could readily identify any available beds.
5. When possible, ensure that there is storage for belongings.
6. There needs to be confidentiality for those fleeing domestic violence and others who require it.
7. If shelters cannot accommodate pets for homeless individuals and families seeking shelter, have Animal Care and Control make alternative arrangements for pets. There should also be a “diversion” component that helps at-risk households avoid entering shelter if alternatives can be identified and implemented, e.g. remaining in their current housing and/or placement into stable housing elsewhere, which might include living with family/and or friends.

Strategy F1: Promote Regional SB 2 Compliance and Implementation

SB 2 (Cedillo) is enacted state legislation that requires each city and County (for the unincorporated areas) to:

1. identify at least one zone where emergency shelters are permitted as a matter of right; and
2. treat transitional and supportive housing as a residential use of property, subject only to restrictions that apply to other residential dwellings of the same type in the same zone.

SB 2 was crafted with the objective not only of ensuring that emergency shelters, transitional housing, and supportive housing are permitted in each jurisdiction, but also to ensure a realistic potential for development, when there is a willing, private developer with adequate funding.

While the County is in full compliance with SB 2 in the unincorporated areas, a number of cities in the County are not in compliance with SB 2.

Strategy F3: Support Inclusionary Zoning for Affordable Housing Rental Units

Inclusionary housing, also known as inclusionary zoning or mixed-income housing, is a policy tool that requires or encourages private housing developers to include a certain percentage of income-restricted units within new market rate residential developments. The Costa-Hawkins Act, enacted in 1995, provides owners in rent control communities the right to establish initial rental rates when there is a change in occupancy of a dwelling unit and exempts housing constructed after 1995 from local rent controls. California courts have interpreted the Costa-Hawkins Act to mean that inclusionary zoning is prohibited for all newly constructed rental units. Specifically, in *Palmer/Sixth Street Properties v. City of Los Angeles* (175 Cal. App. 4th. 1396 (2009), the Court of Appeals (Second District)) held that the Costa-Hawkins Act preempted local inclusionary housing ordinances for new rental units.

Los Angeles County (LAC) could support amending or clarifying the interpretation of the Costa-Hawkins Rental Housing Act (Costa-Hawkins Act) to allow an inclusionary housing requirement for new rental housing. Such authority would apply to the County for the unincorporated areas and to each of the 88 cities in the County within its own boundaries. Support for such a proposal would be consistent with the County's State Legislative Agenda, section 5.1 Housing and Community Development, which reads: "Support proposals that provide incentives to local governments and/or developers to increase and protect affordable housing and flexibility for counties to promote a diversity of affordable housing types through local policies."

Strategy F5: Incentive Zoning/Value Capture Strategies

Incentive Zoning (IZ)/Value Capture (VC) is the concept that investments such as new transportation infrastructure and planning actions such as a zone change or density bonus can increase land values, generating increased profit opportunities for private landowners. Value capture strategies seek to redirect some of the increases in land values for public good. Value capture strategies include:

1. Public Benefits Zoning;
2. Incentive Zoning/Density Bonus;
3. Housing Overlay Zoning;
4. Tax Increment Financing;
5. Community Benefits Agreements;
6. Special Assessment Districts;
7. Development Agreements;
8. Infrastructure Financing Districts; and
9. Business Improvement Districts.

Incentive Zoning/Value Capture strategies could generate funding to support the preservation of existing affordable/homeless housing and/or construction of new affordable/homeless housing units. Such funding could be used for a range of specific uses, from preserving existing Single Room Occupancy (residential) hotels to construction of permanent supportive housing and workforce housing.

Strategy F6: Using Public Land for Homeless Housing

The Plan to Prevent and Combat Homelessness

In Los Angeles County, there are opportunities for using public land for affordable housing on many different types of sites, including vacant publicly owned land, under-utilized sites, parcels where existing public facilities are no longer needed, and as part of the development of new public facilities such as community centers, libraries, fire stations, and police stations. Discounted public land can provide a valuable subsidy to the development of affordable housing, as well as facilitate the development of affordable housing in transit-accessible, amenity-rich locations. The joint development of public facilities and housing properties can lead to infrastructure cost savings, better design, and more accessible public services.

Opportunities that support using public land for homeless housing include:

- AB 2135, which provides affordable housing projects the right of first refusal to obtain surplus land held by local governments, gives project developers more time to negotiate the purchase of the surplus land, and allows the land to be sold for less than fair market value as a developer incentive; and
- Establishing a Joint Powers Authority to acquire, hold, and dispose of public land for housing.

Various examples of discounted public land are available throughout the country. Examples of Public Land being used for Affordable Housing in Los Angeles County include:

- Affordable Housing on Metro Joint Development Sites;
- Affordable Housing on Los Angeles Unified School District property;
- Homeless Housing on surplus Department of Motor Vehicle site in Hollywood;
- Affordable Housing on land purchased by former redevelopment agencies; and
- Housing for Homeless Veterans on U.S. Department of Veteran Affairs Property in Westwood.

Strategy F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals

This Strategy proposes to promote the development and preservation of affordable housing for homeless families and individuals by funding proposal(s) which expedite and/or lower the cost of developing homeless/affordable housing through a one-time Housing Innovation Grant of \$5,000,000.

Appendix G: *Everyone In* Resolution

RESOLUTION NO. XXXX

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF XXXX, CALIFORNIA, EXPRESSING SUPPORT FOR EVERYONE IN, A COALITION OF PEOPLE WHO EMBRACE THE COMMON GOAL OF ENDING HOMELESSNESS

WHEREAS, the [insert city] and the County of Los Angeles is facing a growing homelessness problem, endangering the health and safety of our homeless neighbors; and

WHEREAS, 1.5 million voters across the County, and XX voters in [insert city] committed to ending homelessness by passing Measure H; and

WHEREAS, voters passed a comprehensive set of coordinated, well-funded solutions providing the services, rental subsidies, outreach, housing, and prevention we need to bring our homeless neighbors off the streets, for good; and

WHEREAS, accountability and transparency will be needed to give the public clear picture of where progress is being made and where we need more action to meet the following ambitious countywide goals by July 1, 2022:

- End homelessness for 45,000 families and individuals;
- Prevent homelessness for 30,000 families and individuals; and
- Approve 5,000 units of supportive housing for our most vulnerable neighbors.

WHEREAS, the Everyone In movement, powered by the United Way of Greater Los Angeles, will help keep the promise to end homelessness by creating ways for the public to get involved; tracking, measuring, and sharing progress; and lifting up successes and celebrating wins.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF XXXX, CALIFORNIA DOES HEREBY FIND, DETERMINE AND RESOLVE AS FOLLOWS:

SECTION. The City Council finds that the foregoing Recitals are true and correct.

The Plan to Prevent and Combat Homelessness

SECTION 2. The City Council of the City of XXXX supports, endorses and hereby directs the City Manager to communicate this support of the Everyone In campaign to the Los Angeles County Board of Supervisors, XXXX residents, and the media.

SECTION 3. This Resolution shall take effect immediately upon its approval by the XXXX City Council.

PASSED AND ADOPTED by the City Council of the City of XXXX at its regular meeting on this DATE.

Mayor, City of XXXX

ATTEST:

City Clerk, City of XXXX

Appendix H: Potential Funding Opportunities

According to the *Homelessness Task Force Report* prepared by the California State Association of Counties, League of California Cities, and Institute for Local Government, the City and City residents are eligible to access the Federal and State Funding Sources, Potential Future Funding Sources, and Local Funding Sources listed below. While the Cities may not be eligible direct recipients for all sources listed, knowledge of available funding can assist with collaboration and advocacy efforts. For a complete list of funding options recommended by the Homelessness Task Force Report, see pages 11-15 of the *Homelessness Task Force Report 2018*.

Federal and State Funding Sources:

Provided by the Homelessness Task Force Report 2018

Item	Funding Source
Shelters and Prevention	Emergency Solutions Grant (ESG)
Housing	HOME Investment Partnerships Program (HOME)
Housing and Services	HUD Continuum of Care Program
Housing	Community Development Block Grant (CDBG)
Housing	Section 8 Housing Choice Vouchers
Housing	HUD-Veterans Affairs Supportive Housing (VASH) vouchers
Behavioral Health	Substance Abuse and Mental Health Services Administration (SAMHSA) Grants
Prevention	U.S. Department of Veterans Affairs' Supportive Services for Veteran Families (SSVF)
Prevention, Employment	Temporary Assistance for Needy Families (TANF)/CalWORKs
Housing, Case Management	CalWORKs Housing Support Program
Youth	McKinney-Vento grants
Law Enforcement Prevention Housing Behavioral Health	Law Enforcement Assisted Diversion (LEAD) Grant
Housing Rehabilitation Services Rental Assistance	CalHFA Mental Health Services Act Funds

Potential Future Funding Sources

Provided by the Homelessness Task Force Report 2018

SB 2: Passed in 2017, the details related to SB 2 funding are still emerging. SB 2 creates a permanent source of funding for affordable housing with 50 percent of the first year of funding specifically for people experiencing or at risk of homelessness. After the first year of funding, 70 percent of the funding will be allocated to local governments for uses including affordable housing development, matching funds for programs that assist people experiencing or at risk of homelessness.

The Plan to Prevent and Combat Homelessness

SB 3: Passed in 2017, SB 3 places a \$4 billion affordable housing and Veterans housing bond on the November 2018 statewide ballot. Cities and counties are eligible to apply for various programs that would be funded by the bond.

Local Funding Sources:

- Public safety funding and resources
- Local sales and use tax
- Animal care and regulation fees
- Transit or transportation assistance
- Development fees
- Transient occupancy taxes
- Bond proceeds
- General Fund

Appendix I: SB 2 and SB 35

Senate Bill 2: Definition and Expectations of Local Governments

Senate Bill 2 (SB 2) amended the State Housing Element Law and the State Housing Accountability Act (HAA) to require local governments to remove zoning barriers that prevent or discourage the development of emergency shelters, transitional housing, and supportive housing (Public Counsel 2). Therefore, in General Plan Housing Element updates, local governments are required to do the following:

- Assess the need for emergency shelter
- Identify zone(s) where shelters are permitted without discretionary approval (by-right)
- Treat transitional and supportive housing the same as other residential uses
- Include shelters, transitional housing, and supportive housing as protected by the HAA (Public Counsel, 3)

While SB 2 does not require local governments to build or fund emergency shelters, transitional housing, or supportive housing, it does require local governments to have a zoning code that encourages the previously stated uses.

Senate Bill 2: The Cities of Paramount and Bellflower

The City of Paramount is not in compliance with SB 2 Emergency Shelter Zoning.
The City of Bellflower is in compliance with SB 2 Emergency Shelter Zoning.

Senate Bill 35: Definition and Expectations of Local Governments

If a city fails to issue building permits for its designated share of the Regional Housing Needs Allocation (RHNA), then SB 35 streamlines eligible multifamily housing project approvals.

In California, all local governments are required to adopt a Housing Element as part of a General Plan to show that the city plans to meet the housing needs of community members at all income levels. According to SCAG, the RHNA “quantifies the need for housing within each jurisdiction during specified planning periods” (scag.ca.gov). If the California Department of Housing and Community Development (HCD) finds that a city issued fewer building permits than the city’s RHNA identifies, then the city is subject to SB 35 streamlining (League of California Cities, 6).

Passed in 2017, SB 35 requires cities to approve qualified housing developments on eligible sites as a ministerial act and without CEQA review or public hearings (League of California Cities, 6). Under the streamlining, project approval is through “objective standards” and involves “no personal or subjective judgment by a public official” (League of California Cities, 6).

Senate Bill 35: The Cities of Paramount and Bellflower

Paramount has made insufficient progress toward the City’s Above Moderate Income RHNA and is therefore subject to SB 35 streamlining for proposed developments with at least 10 percent of units restricted for affordable housing.

Bellflower has made insufficient progress toward the City’s Lower Income RHNA (Very Low and Low Income) and is therefore subject to SB 35 streamlining for proposed developments with at least 50 percent of units restricted for affordable housing.

For additional information about SB 2, see Public Counsel’s *Local Zoning Best Practices for Shelter and Transitional and Supportive Housing*.

For additional information about SB 35, see the League of California Cities *2018 Guide to New Housing Law in California*.

Appendix J: County Protocol for Clean Ups of Homeless Encampments

Memorandum

TO: *The Cities of Paramount and Bellflower*
DATE: *May 2018*
SUBJECT: *Overview of the LA County Homeless Encampment Protocol and the Guiding Legal Decisions for the Treatment of People Experiencing Homelessness by Law Enforcement*

LA County Homeless Encampment Protocol

The Los Angeles County Chief Executive Office and Sheriff Department, and Los Angeles Homeless Services Authority Protocol for Reporting and Responding to Homeless Encampments or Concentrated Homeless Activities (“the Protocol”) provides guidance for addressing homeless encampments in the unincorporated areas of LA County, cities where the Sheriff Department is the contracted law enforcement agency, County parks, and County-owned property.

According to the protocol, a series of steps must be executed when responding to a homeless encampment where five or more people are identified (see the pages following the Memorandum for the full Protocol). The Protocol requires time for outreach/engagement, CES Assessments, posting of ordinance/trespassing signage, and collaboration with outreach teams upon cleanup. During and after the cleanup, the Protocol requires any personal belongings that cannot be taken with an individual from the encampment to be tagged and stored for 90 days.

Legal Decisions for the Treatment of People Experiencing Homelessness by Law Enforcement

Allen v. City of Pomona (2016)

The class-action lawsuit challenged Pomona’s practice of homeless cleanups, alleging that city officials who confiscated property violated the constitutional rights of people experiencing homelessness.

The settlement provides protection from enforcement of unlawful overnight camping until there are more shelter beds available in the City, among other items in the settlement, including:

- The City must provide written notice of the City’s intent to remove property at least 48 hours prior to collection of property.
- The City must securely attach written notice to the property that will be collected.
- The City must provide adequate post-collection notice within 10 feet of the location where the property was collected.
- The Settlement prohibits the city from seizing personal property unless the property poses a serious and immediate risk to human health and safety, among a few additional exceptions.

(Allen v. City of Pomona)

The settlement required the city to pay \$49,000 in damages to be distributed among the 15 plaintiffs in the case and no more than \$160,000 in attorney fees. In the settlement, the City also

agreed to build 388 lockers for the property of people experiencing homelessness (LA Times, Doug Smith).

Jones v. City of Los Angeles (2006)

The City of Los Angeles enacted an ordinance prohibiting any individual from sitting, lying, or sleeping on a public street or sidewalk. The ACLU brought the suit against the ordinance on behalf of six people experiencing homelessness who were arrested or cited for violating the ordinance (ACLU). The *Jones* decision found that because the appellants may have become homeless involuntarily and because the appellants did not have any options other than to sleep on the street, criminalization of the appellants' presence on the street was in violation of the Eighth Amendment prohibition against cruel and unusual punishment. The decision ordered the District Court to stop enforcement of the Los Angeles City ordinance that allowed law enforcement to arrest people for sleeping on the street when there are no available shelter beds. The settlement agreed to permit sleeping on sidewalks between 9pm and 6am until additional housing could be built.

Mitchell v. City of Los Angeles (2016)

Filed in March 2016, the lawsuit alleged that people experiencing homelessness on Skid Row have had personal property, including medication and legal documents, seized or destroyed by law enforcement and city sanitation personnel. The U.S. district court judge ruled that the City of Los Angeles needed to discontinue seizing property of people experiencing homelessness on Skid Row and surrounding areas without notice.

Lavan v. City of Los Angeles (2012)

Nine people experiencing homelessness on Skid Row claimed that the City of Los Angeles violated their Fourth Amendment and Fourteenth Amendment rights when the City seized and destroyed their personal possessions, temporarily left unattended on public sidewalks (*Lavan v. City of Los Angeles*). The injunction bars the City from:

- Seizing property in Skid Row absent an objectively reasonable belief that it is abandoned, presents an immediate threat to public health or safety, or is evidence of a crime, or contraband
- Absent immediate threat to public health or safety, destruction of seized property without maintaining it in a secure location for a period of less than 90 days
(*Lavan v. City of Los Angeles*)

The Ninth Circuit held that the seizing and destruction of a homeless individual's personal property, even if left temporarily unattended, was an unreasonable seizure and therefore a Fourth Amendment violation. The Court also ruled that the failure to provide notice before seizing and destroying personal property is a violation of the Fourteenth Amendment right to due process (ACLU). The City paid \$822,000 to settle the case.

Please see the Los Angeles County Chief Executive Office & Sheriff Department, and Los Angeles Homeless Services Authority Protocol for Reporting & Responding to Homeless Encampments or Concentrated Homeless Activities on the following two pages.*

**Los Angeles County Chief Executive Office & Sheriff Department, and Los Angeles Homeless Services Authority
Protocol* for Reporting & Responding to Homeless Encampments or Concentrated Homeless Activities**

Steps	Tasks	Responsible Party/Entity/Comments
<p>1. Complete the Homeless Encampment Identification (Report) Form</p>	<p>Complete Section I of the Homeless Encampment Identification (HEI) form upon identification of a homeless encampment and/or a high concentration of homeless in a given area. Email the completed form to Michael Castillo of the Chief Executive Officer (CEO) Homeless Initiative (HI) Team at mcastillo@ceo.lacounty.gov.</p>	<p>Sheriff Department Designee and/or LAHSA ERT</p>
<p>2. Submit Form to the CEO's Office / Board Office Approval</p>	<p>The CEO's office will review the form to ensure all applicable information is included. Barring any need for additional information, the CEO's HI Team will submit the form to the respective Board Office to obtain the approval for addressing the site via the Protocol. Once a response is received from the Board Office, CEO will inform the Los Angeles Homeless Services Authority (LAHSA) and the Sheriff Department (LASD) of the status and next steps.</p>	<p>CEO</p> <p>The Homeless encampment Protocol will only apply if five (5) or more persons are identified at a given site.</p>
<p>3. Conduct Outreach</p>	<ol style="list-style-type: none"> 1. LAHSA will dispatch an Emergency Response Team (ERT) to the site to conduct a more in-depth assessment and resubmit the HEI form (with Sec. II completed) to the CEO's HHU within 72 hours of receipt of the Board's approval. LAHSA will be accompanied by an LASD Deputy familiar with LAHSA's ERT assessment process whenever unlawful activity is identified in the initial report. LASD will determine if it is safe for LAHSA to begin their assessment/outreach. 2. LAHSA will complete a Coordinated Entry System (CES) assessment for all dwellers present, when possible, and connect clients to the appropriate CES Outreach Coordinator. 3. Based on the CES findings, the appropriate County Department(s), e.g., Mental Health, Public Health, Public Social Services, Community & Senior Services, etc, may be contacted by the CEO HI Team and asked to conduct benefits/program eligibility assessment of homeless persons at the encampment. When necessary, the aforementioned Departments will conduct ongoing visits with LAHSA. <p>NOTE: LAHSA may request a Sheriff escort to an encampment or homeless activity location at any time during the course of their outreach efforts.</p>	<p>LAHSA & Sheriff</p> <p>Based on the geographic location of each site the CES Outreach Coordinator will compile a list of identified agencies with potential housing opportunities and local community based organizations.</p>
<p>4. Next Steps</p>	<p>Based on LAHSA's reported findings and recommendations, the CEO HI Team, with engagement from the CES Outreach Coordinator will determine future action(s) needed to address the issue. Actions include:</p> <ol style="list-style-type: none"> 1. A timeline will be issued for ongoing outreach/engagement. 2. LASD will conduct ongoing visits to active sites to address any unlawful activity that involves a victim or a potential safety hazard to the community at large and to discuss trespassing laws and applicable ordinances with homeless inhabiting a site. 	<p>CEO, Sheriff, & LAHSA</p> <p>CEO staff will be responsible for contacting the complainant to: 1) answer any questions he/she may have; 2) keep them informed of the action being planned/taken; 3) advise</p>

Steps	Tasks	Responsible Party/Entity/Comments
	<p>3. If the owner of an encampment property is unknown, LASD will assist with identifying the property owner(s) to advise them of the situation, including their rights and responsibilities. LASD will also assist with identification of jurisdiction in relation to site clean-up and maintenance, e.g., DPW, State of CA, Army Corp of Engineers, etc.</p> <p>4. Two weeks prior to the expiration of a given timeline (#1 above), LASD, with the assistance of the appropriate agency, will post ordinance/trespassing signage, if applicable, and inform the inhabitants that it is unlawful for them to be on the site.</p> <p>5. Two weeks prior to the expiration of a given timeline, the Encampment Team (CEO, LAHSA, and LASD) will identify the appropriate action for “closing down” an encampment (see #5 below):</p> <p>A. If there are no longer inhabitants on the site a clean-up will be conducted by the appropriate agency and steps will be taken to ensure that the encampment is not recreated, e.g., ongoing LAHSA and LASD observation of the location, erecting or repair of fencing/walls (paid for by the property owner*), outreach and ongoing contact with the local community,</p> <p>B. If there are still homeless on site a collaborative engagement effort will be conducted on the date the timeline expires with participation from LAHSA, the CES Outreach Coordinator, LASD, CEO HI Team, appropriate County departments, and community based organizations. The goal of the event is to provide a final opportunity to connect homeless to services and housing prior to the closing of the encampment.</p>	<p>them of the timeline for addressing the issue; and, 4) provide them with periodic updates regarding the issue and our progress.</p> <p>Prior to a collaborative event, LAHSA is responsible for continued outreach/engagement and identifying housing opportunities that can be offered to the homeless persons still on site.</p>
<p>5. Resolution & Closure</p>	<p>The CEO HI Team will convene monthly scheduled meetings with the Encampment Team to discuss the status of all encampments, e.g., “a reduction in the number of homeless at the site, but continued engagement is required;” “no further homeless activity has been observed at the site and the encampment no longer exists;” etc.</p>	<p>CEO</p>

Note: the Protocol only applies to unincorporated areas of LA County, County parks, and cities where the Sheriff Department is the contracted law enforcement agency.

CEO HI Team is responsible for providing ongoing updates to respective Board offices and informing Board offices of the final disposition of encampments in their district.

*Owner of private property to decide if they want to erect a fence/wall or repair existing fence/wall.

Appendix K: Definitions

Access Center: A brick and mortar facility where people experiencing homelessness or at risk of experiencing homelessness can access supportive services

Affordable Housing: A housing unit that a household can obtain for 30 percent or less of its income.

Bridge Housing: Safe, reserved, 24-hour emergency shelter to be utilized by eligible homeless individuals, identified through the Coordinated Entry System (CES). The intention of this emergency housing is to provide individuals with some stability, so they can more easily maintain contact with their Housing Navigator, as they are assisted in their efforts to housing. Crisis Housing bed converts to a Bridge (Reserved Crisis) Housing bed if the program participant does not self-resolve their episode of homelessness within 14 days. (LAHSA, 2017)

Case Management: Case management is defined by the Case Management Society of America as “a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services” to meet individual needs. Case Management in the context of the Coordinated Entry System (CES) should be voluntary and client centered, with the goal of identifying strengths and client directed goals, while promoting “health, recognition, and well-being” (USICH, 2016). Case management in CES should ultimately focus on linking the client to permanent housing resource and providing necessary services needed to promote housing stability. (LAHSA, 2017)

Chronically Homeless:

1. An individual who:
 - a. Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter

AND

- b. Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least twelve months or on at least four separate occasions in the last three years *where those occasions cumulatively total at least twelve months*

AND

- c. Can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in section 102 of the Developmental Disabilities Assistance Bill of Rights of 2000 [42 U.S.C. 15002]), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability;
2. An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition before entering that facility

The Plan to Prevent and Combat Homelessness

3. A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) of this definition,, including a family whose composition has fluctuated while the head of household has been homeless. (LAHSA, 2017)

Continuum of Care (CoC): A community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness. In Los Angeles County, there are four CoCs. The Los Angeles Homeless Services Authority serves all cities of the county with the exception of Long Beach, Pasadena, and Glendale, who have their own CoC. (LAHSA, 2017)

Coordinated Entry System: CES is a regionally based system that connects new and existing programs in to a “no-wrong-door network” by assessing the needs of individuals/families/youth experiencing homelessness and linking them with the most appropriate housing and services to end their homelessness. The goal of the CES is to streamline processes through which communities assess, house, and support housing retention for individuals/families who are homeless; to ensure all of our homeless neighbors are known and supported; to target and maximize limited housing resources; and to comply with the federal mandate to adopt a standardized intake and coordinate assessment process for housing. The essential components of CES are: 1) a system that is low-barrier and easy to access; 2) a system that identifies and assesses people’s needs; and 3) a system that prioritizes and matches housing resources based on those needs. (LAHSA, 2017)

Families: A family unit composed of an adult head of household with a dependent minor child or a woman in her third trimester of pregnancy.

Homeless: an individual who belongs to one of the following categories:

1. An individual who lacks a fixed, regular, and adequate nighttime residence, meaning
 - a. An individual with a primary nighttime residence that is a public or private place not designed for or regularly used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, or camping ground;
 - b. An individual living in a supervised publically or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels or motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals
 - c. An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;
2. An individual who will imminently lose their primary nighttime residence, provided that;

The Plan to Prevent and Combat Homelessness

- a. The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;
 - b. No subsequent residence has been identified; and
 - c. The individual lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, needed to obtain other permanent housing;
3. An individual who:
- a. Is fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or other dangerous, life threatening conditions that relate to violence against the individual that has either take place within the individuals primary nighttime residence or has made the individual afraid to return to their primary nighttime residence;
 - b. Has no other residence; and
 - c. Lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, to obtain other permanent housing. (LAHSA, 2017)

Measure H: A voter approved quarter cent sales tax to generate funding for homeless services in Los Angeles County.

Outreach: In the context of the CES system, outreach is defined as the activity of engaging a homeless individual through the process of rapport building with the goal of linking the individual to a permanent housing resource. Outreach and engagement is an ongoing process that “involves creativity, flexibility, may take months or years, and involves establishing a relationship” to connect a client to services (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach can be viewed as a “service in itself” and “a process of building a personal connection that make play a role in helping a person improve his or her housing, health status, or social support network” (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach and engagement should be approached in a client-centered and voluntary manner that does not create any time constraints as to the alacrity in which the client voluntarily seeks permanent housing. Outreach workers should have the capacity to refer clients to resources and services such as Crisis & Bridge (Reserved Crisis) Housing and should regularly participate in a case conferencing to ensure clients entering CES are matched to the appropriate permanent housing resource. (LAHSA, 2017)

Prevention: The goal of Homeless Prevention is to provide a short-term targeted intervention to address people’s housing crisis before they become homeless. (A5 strategy description)

Stakeholder: A person with an interest or concern in addressing homelessness in the community

Supportive Housing: Long-term, community-based housing that has supportive services for homeless persons with disabilities. This type of supportive housing enables the special needs of populations to live as independently as possible in a permanent setting. Permanent housing can be provided in one structure at one site or in multiple structure at multiples sites. (LAHSA, 2017)

Supportive Services: Services that may assist homeless participants in the transition from the streets or shelters into permanent or supportive housing, and that assist person with living successfully in housing. (LAHSA, 2017)

Transitional Age Youth: An individual between the ages of 16 and 24. (LAHSA, 2017)

**For definitions with (LAHSA, 2017) at the end, the definition was taken from LAHSA's Homeless Services Delivery System Glossary of Terms/Acronyms, May 2017.*

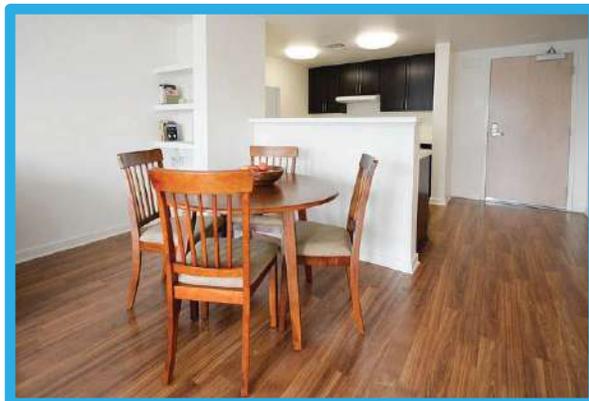
Description of categories in the Goals and Supporting Actions table:

Approachable Action Items
Action Items that are simple to accomplish and consistent with current City efforts, but have the potential to make a noticeable impact on decreasing homelessness in the City.
Growth Action Items
Action Items that will push the City to increased commitment and resource dedication, but that are not too far from current City practice.
High Impact Action Items
Action Items that will have the highest and longest lasting impact on decreasing homelessness in the City and on the people experiencing homelessness.

Policy Changes	A brief description of what policy changes need to be made in order to ensure completion of the Action Item.
Measurement	How to measure whether or not the Action Item has been executed.
Timeline	The timeframe in which the task should be started.
Ownership	The City department that is responsible for the execution of the Action Item.
Leveraged City Resources	The City resources that can be utilized for the execution of the Action Item.
Funding Opportunities	Possible sources of funding that can be applied for, advocated for, or redirected to execute the Action Item.
County Strategy Alignment	The Los Angeles County Homeless Initiative Strategy to Combat Homelessness that aligns with the Action Item.
City Policy Alignment	The clauses in publicly approved City documents that align existing City policy with the Action Item.

Appendix L: Supportive Housing Information

Please see the Supportive Housing information sheet provided by United Way's *Everyone In* Campaign on the following two pages.



Photos above are of the Long Beach & 21st Apartments, a supportive housing development in Long Beach, CA.

SUPPORTIVE HOUSING

THE FACTS

Supportive housing combines affordable homes with resources such as health and job services to help people successfully overcome homelessness and lead stable lives.



Residents of supportive housing:

- Have experienced long-term homelessness and/or have physical/mental health or substance abuse disorders.
- Are people of different ages, backgrounds, cultures and education levels who have struggled in the past to find stable housing.
- Have gone through traumatic life events such as domestic violence, a debilitating injury or illness, or a sudden loss of income.
- Are prioritized for housing based on vulnerability, such as having a physical disability.



In addition to safe, clean and stable homes, residents receive:

- Physical and mental health services
- Job training and life skills
- Addiction treatment
- Counselling and support groups
- And many other resources

Supportive housing ensures the safety and well-being of the community.

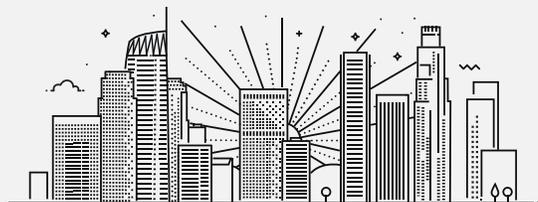
- Each building is run by a property management company or a nonprofit service provider who is highly trained in managing these types of buildings.
- Apartments have qualified staff on-site, including building managers who are available to respond to community concerns.
- Residents are expected to abide by building rules which include not engaging in illegal, dangerous or disruptive activities.

How does supportive housing help tenants with mental health or substance abuse disorders?

Supportive housing provides the stability and services individuals need to recover. When moving in, residents may be put on a treatment plan and meet regularly with psychiatrists, therapists and other skilled professionals. They work one-on-one with a case manager, a dedicated staff member who helps them to reach their goals and ensure they return to living stable lives.

“The great change in my life came when I got the letter and I finally got on the list for housing. We had a safe place.”

— Larae, Supportive Housing Resident



Supportive Housing in Los Angeles County

There are nearly 150 supportive housing buildings throughout Los Angeles County. These homes are an important part of the solution to ending homelessness for our neighbors including women, families and veterans.