Cities of Duarte and Irwindale Plan to Prevent and Combat Homelessness
(July 2018)
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About the Cities of Duarte and Irwindale Plan to Prevent and Combat Homelessness

In July 2017, the County of Los Angeles and United Way Home for Good Funders Collaborative launched a grant program inviting cities to apply for funding to develop a plan to address homelessness in collaboration with the County and its contractors. Recognizing that the planning process represented an opportunity to address shared challenges associated with encampments along the San Gabriel River and in their business districts, the Cities of Duarte and Irwindale jointly applied for and received funding to develop a multi-jurisdictional homelessness plan.

The Cities entered into agreements with the San Gabriel Valley Council of Governments and LeSar Development Consultants (LDC) to assist with plan creation in December 2017, and in January 2018 participated in a kickoff meeting with cities throughout the San Gabriel Valley.

From February-April 2018, the Cities held a series of community input sessions, stakeholder interviews, and planning calls to gather data and inform goals and strategies that best respond to the Cities’ priorities and needs. The planning process also seeks to align local plans with the County of Los Angeles Homeless Initiative adopted by the Board of Supervisors and funded through Measure H. This Plan to Prevent and Combat Homelessness was presented and accepted by the Duarte City Council on June 26, 2018, and by the Irwindale City Council on June 27, 2018:

City of Duarte
- Mayor John Fasana
- Mayor Pro Tem Liz Reilly
- Council Member Samuel Kang
- Council Member Tzeitel Paras-Caracci
- Council Member Margaret Finlay

City of Irwindale
- Mayor Mark A. Breceda
- Mayor Pro Tem Albert F. Ambriz
- Council Member Larry G. Burrola
- Council Member Manuel R. Garcia
- Council Member H. Manuel Ortiz
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Background and Purpose of Homeless Plan

Homelessness in Los Angeles County, which has long been concentrated in Skid Row, downtown, and Hollywood, has increasingly become more visible in cities throughout the County as more people struggle to secure affordable housing, employment, and access to social services. In 2017, the number of people experiencing homelessness in Los Angeles County increased by 23.3% from nearly 47,000 in 2016 to nearly 58,000.¹

Recognizing the impact of homelessness on individuals and communities countywide, in 2017 voters approved Measure H to fund services to prevent and company homelessness. In June 2017, funding allocations were approved by the Los Angeles County Board of Supervisors, which also provided funding for cities such as Duarte and Irwindale to develop local homelessness plans.

The Cities of Duarte and Irwindale are located in Service Planning Area (SPA) 3, a geographic region comprised of cities in the San Gabriel Valley that saw an overall 36% increase in the number of residents experiencing homelessness from 2,612 in 2016 to 3,552 in 2017.² In that same time period, the homeless population in the cities increased from 61 to 83 people (see Figure 1).

While Duarte saw a decrease in its homeless population from 60 in 2016 to 33 in 2017, the decrease was primarily the result of the loss of 37 shelter beds for households with children.³ The 2017 Point-in-Time Count shows that all Duarte’s homeless residents are unsheltered with 47% living on the streets, 47% in RVs/campers and vans, and 6% in makeshift shelters.

In contrast, Irwindale saw an increase in its homeless population from 1 person in 2016, the first year the PIT Count was conducted in Irwindale, to 50 in 2017.⁴ Data shows that 26% were living on the streets, 26% in RVs/campers, 22% in cars, 12% in makeshift shelters, and the remaining 14% in vans and tents.

Due to data limitations, the demographics of people experiencing homelessness within the City limits are difficult to determine at the current time; however demographic data is available at the SPA level from the 2017 PIT Count which includes surrounding cities. The following data provides a snapshot of who was experiencing homelessness in SPA 3 in 2017:

- Two-thirds (2,373) were unsheltered and living outside while one-third (1,179) were in some form of temporary shelter accommodations.
- More than three-quarters (76%) were single adults, 18% were families, and 6% were youth and young adults.
- Nearly three-quarters (72%) were male, 28% were female, .4% were transgender, and .2% did not identify with a gender.

⁴ Ibid.
2017 Duarte Homeless Count: 32

- Cars: 0 / 0%
- Makeshift Shelters: 2 / 6%
- Vans: 7 / 22%
- Tents: 0 / 0%
- RVs / Campers: 8 / 25%
- On the Street: 15 / 47%

Duarte Historical Homeless Count (2015-2017)

<table>
<thead>
<tr>
<th>Year</th>
<th>Unsheltered</th>
<th>Sheltered</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015*</td>
<td>30</td>
<td>16</td>
<td>46</td>
</tr>
<tr>
<td>2016</td>
<td>23</td>
<td>37</td>
<td>60</td>
</tr>
<tr>
<td>2017</td>
<td>32</td>
<td>0</td>
<td>32</td>
</tr>
</tbody>
</table>

Source: Los Angeles Homeless Services Authority
2017 Irwindale Homeless Count: 50

- **Cars**: 11 / 22%
- **Makeshift Shelters**: 6 / 12%
- **Vans**: 4 / 8%
- **Tents**: 3 / 6%
- **RVs / Campers**: 13 / 26%
- **On the Street**: 13 / 26%

Source: Los Angeles Homeless Services Authority

### Irwindale Historical Homeless Count (2016-2017)

<table>
<thead>
<tr>
<th>Year</th>
<th>Unsheltered</th>
<th>Sheltered</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>2017</td>
<td>50</td>
<td>0</td>
<td>50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Point-In-Time Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
</tr>
<tr>
<td>10</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>30</td>
</tr>
<tr>
<td>40</td>
</tr>
<tr>
<td>50</td>
</tr>
</tbody>
</table>

Graph showing the increase from 1 in 2016 to 50 in 2017.
- Half (50%) identified as Hispanic/Latino, nearly a quarter (24%) as white, 18% as African American, 5% as American Indian, 2% as Asian, and 1% as other.
- Three-fifths (60%) were between the ages of 25-54, 17% between the ages of 55-61, 7% between the ages of 18-24, and 5% were age 62 and up. Children under the age of 18 make up 11% of SPA 3’s homeless population.
- Nearly one-third (30%) were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem.
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS.
- 27% have experienced domestic/intimate partner violence in their lifetime, and 6% were United States Veterans.

In addition to the Homeless Count data and regional demographics, City-level data from the regional Coordinated Entry System (CES) provides an enhanced view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person’s overall health and wellbeing.\(^5\) Specifically, the VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In Los Angeles County, individuals experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, those in the mid-acuity scoring range (4-11) are best served by rapid rehousing programs, and high-acuity individuals (12+) generally need supportive housing.\(^6\)

Other useful indicators in the data set include information about a person’s housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals as part of the VI-SPDAT assessment. For the purposes of this Homelessness Plan, all data have been de-identified to protect confidentiality.

Between July 2016 and November 2017, a combined 16 people were assessed in Duarte and Irwindale. In Duarte, 72% of the 12 individuals who were assessed are in the mid-acuity range, compared to 17% in the high-acuity range and 11% in the low-acuity range. Half the people assessed were ages 56 and older with 25% ages 25-40, ages, and 17% ages 41-55, and 8% ages 18-24. Nearly three-fifths (58%) identify as black or African-American, 17% as white, and 8% as Native Hawaiian or Alaskan Islander. For the remaining 17% data was not collected or individuals declined to state their race. With regard to gender, 42% identified as female, 42% as male, 8% as trans female, and for 8% data were not collected.

In Irwindale, 100% of the four people were assessed and found to be in the mid-acuity range. Three-quarters are ages 25-40 with one-quarter ages 41-55, and three-quarters identified as

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\(^5\) The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.\(^6\) Los Angeles Homeless Services Authority. (ND). Draft CES Prioritization Policies.
white with one-quarter identifying as African-American. In addition, three-quarters identified as female and one as male.

Other important vulnerability indicators are length of time a person has spent homeless, any existing chronic health conditions, diagnosed mental health issues, and people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. Repeat ambulance rides, emergency room visits, and in-patient hospitalization also indicate vulnerability, and drive up the cost of care for people who are homeless. Table 1 shows data on these vulnerability indicators for both Duarte and Irwindale.

Table 1. Vulnerability Indicators Reported by Individuals in Duarte and Irwindale with a Completed VI-SPDAT

<table>
<thead>
<tr>
<th>Vulnerability Indicators</th>
<th>Duarte</th>
<th>Irwindale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Length of Time Homeless</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than a year</td>
<td>25%</td>
<td>-</td>
</tr>
<tr>
<td>1-2 years</td>
<td>58%</td>
<td>75%</td>
</tr>
<tr>
<td>2 years or more</td>
<td>17%</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Health Issues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chronic Health Issues Related to the Liver, Kidneys, Stomach, Lungs, or Heart</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Mental Illness</td>
<td>17%</td>
<td>50%</td>
</tr>
<tr>
<td>Substance Use Disorder</td>
<td>8%</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Taken Ambulance in Last 6 Months</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No ambulance transport</td>
<td>83%</td>
<td>75%</td>
</tr>
<tr>
<td>1-2 times</td>
<td>8%</td>
<td>25%</td>
</tr>
<tr>
<td>3-4 times</td>
<td>8%</td>
<td>-</td>
</tr>
<tr>
<td>5+ times</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Emergency Department Visits in Last 6 Months</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No emergency department visits</td>
<td>67%</td>
<td>75%</td>
</tr>
<tr>
<td>1-2 times</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>3-4 times</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5+ times</td>
<td>8%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Received In-Patient Care 5+ Times in Last 6 Months</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No in-patient hospitalizations</td>
<td>67%</td>
<td>50%</td>
</tr>
<tr>
<td>1-2 times</td>
<td>25%</td>
<td>50%</td>
</tr>
<tr>
<td>3-4 times</td>
<td>8%</td>
<td>-</td>
</tr>
<tr>
<td>5+ times</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Nights in a Holding Cell, Jail, or Prison in Last 6 Months</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No nights</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1-2 nights</td>
<td>83%</td>
<td>75%</td>
</tr>
<tr>
<td>3-4 nights</td>
<td>17%</td>
<td>25%</td>
</tr>
<tr>
<td>5+ nights</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Data gathered through the PIT Count and CES assessments can also be supplemented with data from the Los Angeles County Office of Education. These data indicate that 277 students in the Duarte Unified School District, which includes some students from unincorporated Duarte and from Irwindale, were considered homeless under the McKinney-Vento Act during the 2016-2017 academic year.\(^7\)\(^8\) Students in Irwindale are also served by the Covina-Valley Unified School District, which had 966 students who were considered homeless in 2016-2017.\(^9\)\(^10\) While some of these students may fit the U.S. Housing and Urban Development definition of homelessness used in the PIT Count, the McKinney-Vento Act also includes unaccompanied minors and children and youth who are living in hotels and motels, trailer parks and camping grounds, abandoned buildings, substandard housing, or shared housing due to economic hardship or lack of alternative adequate accommodations.

Finally, City-level data on economic and housing trends serve as good indicators of residents who may be at risk of falling into homelessness. As Figure 2 illustrates, Duarte’s median household income is higher than the average across Los Angeles County, whereas Irwindale’s is just slightly lower than the County average. Both cities have a lower poverty rate than the County average, with Irwindale’s poverty rate being nearly three times below the County average. However, both cities have a higher unemployment rate than the County average, which may signal housing instability. Notably, Irwindale has a high housing vacancy rate than the County as a whole, indicating that the City has underutilized housing stock.

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\(^7\) Los Angeles County Office of Education. (2017). Aggregated LA County Homeless Student Count.
\(^10\) The City of Irwindale has an estimated 480 households with students who attend school in either the Duarte Unified School District or the Covina-Valley Unified School District.
Figure 2: Selected Demographic Statistics

2016 Selected Demographic Statistics

[Charts showing various statistics for Duarte and LA County]

Sources: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates), evictionlab.org
2016 Selected Demographic Statistics

- **Unemployment Rate**: 12.9% (Irwindale) vs. 8.9% (LA County)
- **Poverty Rate**: 6.1% (Irwindale) vs. 17.8% (LA County)
- **Median Household Income**: $55,000 (Irwindale) vs. $57,952 (LA County)
- **1-BR Median Gross Rent**: $513 (Irwindale) vs. $1,134 (LA County)
- **Housing Vacancy Rate**: 11.3% (Irwindale) vs. 6.0% (LA County)
- **Eviction Rate**: 0.88% (Irwindale) vs. 0.79% (LA County)

Sources: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates), evictionlab.org
Current Efforts to Address Homelessness

The Cities of Duarte and Irwindale have been active members in the housing and homelessness efforts through the San Gabriel Valley Council of Governments (SGVCOG), which resulted in increased funding for affordable housing and a higher level of awareness of homeless services and funding available through Los Angeles County Homeless Initiative and other agencies. Specifically, the Duarte City Council adopted a resolution supporting the County Homeless Initiative, and both cities participated in the Los Angeles Homeless Services Authority homeless count.

With regard to the joint homelessness planning process and its implementation, the Duarte City Manager’s office works cooperatively with the Irwindale City Manager’s office to guide and implement the homelessness plan and ensure that the goals and strategies are consistent with the County Homeless Initiative and related SGVCOG homelessness efforts and planning activities. Tables 2 and 3 outline the City’s current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability. Estimates provided by City staff, while not a comprehensive review of expenditures, indicate that Duarte spends $260,956 annually to address homelessness while Irwindale spends $45,368 annually.

Table 2: Duarte Annual Funding and Activities Related to Homelessness

<table>
<thead>
<tr>
<th>Activity</th>
<th>Annual Funding</th>
<th>Funding Source</th>
<th>Department or Partner</th>
<th>Activity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oversight</td>
<td>$3,300</td>
<td>General Fund</td>
<td>City of Duarte City Council</td>
<td>Set City policy direction on homelessness</td>
</tr>
<tr>
<td>Administration</td>
<td>$95,136</td>
<td>General Fund</td>
<td>City of Duarte City Manager’s Office and Administrative Services</td>
<td>Oversee implementation of the homelessness plan as directed by City Council and in coordination with the City of Irwindale, as well as general administration</td>
</tr>
<tr>
<td>Outreach/Response to Calls for Service</td>
<td>$148,763</td>
<td>General Fund; Fire Protection District Property Tax</td>
<td>City of Duarte Public Safety Department (Los Angeles County Sheriff &amp; Fire)</td>
<td>Coordinate public safety efforts related to homelessness, including response to calls for service and ensuring that</td>
</tr>
<tr>
<td>Activity</td>
<td>Annual Funding</td>
<td>Funding Source</td>
<td>Department or Partner</td>
<td>Activity Description</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Outreach/Impact Mitigation</td>
<td>$7,338</td>
<td>N/A</td>
<td>City of Duarte Parks and Recreation</td>
<td>Use facilities for outreach meetings and handle impact mitigation at the aquatic, fitness, senior center, and parks, and along local trails</td>
</tr>
<tr>
<td>Planning</td>
<td>$6,419</td>
<td>N/A</td>
<td>City of Duarte Community Development Department Planning Division</td>
<td>Oversees long-range planning and land use, including demographic trends, housing development, and permits and approvals.</td>
</tr>
<tr>
<td>Impact Mitigation</td>
<td>Not available</td>
<td></td>
<td>City of Duarte Public Works</td>
<td>Pick up and remove abandoned property and debris</td>
</tr>
<tr>
<td><strong>Total Combined Costs</strong></td>
<td><strong>$260,956</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 3: Irwindale Annual Funding and Activities Related to Homelessness**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Annual Funding</th>
<th>Funding Source</th>
<th>Department or Partner</th>
<th>Activity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oversight</td>
<td>Not available</td>
<td></td>
<td>City of Irwindale City Council</td>
<td>Set City policy direction on homelessness</td>
</tr>
<tr>
<td>Administration</td>
<td>$11,814</td>
<td></td>
<td>City of Irwindale City Manager’s Office</td>
<td>Oversee implementation of the homelessness</td>
</tr>
<tr>
<td>Activity</td>
<td>Annual Funding</td>
<td>Funding Source</td>
<td>Department or Partner</td>
<td>Activity Description</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------</td>
<td>-------------------------</td>
<td>------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Outreach/Response to Calls for Service</td>
<td>$33,554</td>
<td>City of Irwindale Police Department</td>
<td>Coordinate public safety efforts related to homelessness, including response to calls for service</td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td>Not available</td>
<td>City of Irwindale Community Development Department Planning Division</td>
<td>Oversees long-range planning and land use, including demographic trends, housing development, and permits and approvals.</td>
<td></td>
</tr>
<tr>
<td>Impact Mitigation</td>
<td>Not available</td>
<td>City of Irwindale Public Works</td>
<td>Pick up and remove abandoned property and debris</td>
<td></td>
</tr>
<tr>
<td>Total Combined Costs</td>
<td>$306,324</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In addition to the activities and resources listed in Tables 2 and 3, the Cities of Duarte and Irwindale and their partners are currently engaged in the following activities to prevent and end homelessness:

- The Irwindale City Council has historically donated to the Citrus Valley Health Foundation to assist with homelessness in the East San Gabriel Valley.
- Cory’s Kitchen, which has a branch in Irwindale, is nonprofit providing emergency food distribution to individuals and families, as well as referrals to jobs, continuing education, legal services, clothing distribution sites, and counseling. Cory’s Kitchen also helped to gather information on its clients to help the Cities of Duarte and Irwindale gain a better understanding of their homeless population.
- Duarte Unified School District, as well as Covina Unified School District which serves most families in Irwindale, connect students and families experiencing or at-risk of homelessness with resources and referrals.
• Foothill Unity Center, located in Monrovia, helps meet individuals’ and families’ basic needs through food distribution, case management and crisis assistance, healthcare assessments, homelessness prevention and support services, work experience, and volunteer opportunities.

• The East San Gabriel Valley Coalition for the Homeless provides food distribution and transportation, assists with clothing and hygiene, provides emergency and transitional shelter programs, and refers people experiencing or at-risk of homelessness to housing, jobs, education, and healthcare providers.

• The partner cities have also worked together with the City of Azusa, the Army Corps of Engineers, private industry, and the Los Angeles County Sheriff, Public Works and County Parks and Recreation Departments to coordinate clean-ups along the San Gabriel River Recreation. Union Station Homeless Services has also been a part of these efforts.

• Churches involved in the Duarte Church and Clergy Association works together to address homelessness and other social issues within the community.

• Chap Care provides free medical services to residents

The City also coordinates with surrounding cities and the San Gabriel Valley Council of Governments on regional issues, and refers individuals to the SPA 3 CES, which is supported by Union Station Homeless Services and Hathaway Sycamore Child and Family Services and funded through the Los Angeles Homeless Services Authority (LAHSA).

This three-year homeless plan sets the course for the city to further address the needs of its homeless residents and those who are at risk of homelessness, as well as to participate in regional solutions. Specifically, the plan will coordinate and increase the capacity of existing programs and services, increase and better coordinate outreach and engagement activities, educate and build community support for homelessness best practices, and pursue resources that align with the goals set forth in the plan, including increasing the number of shelter beds and affordable housing units within the city. Additionally, Duarte and Irwindale will work with neighboring cities and regional bodies to develop strategies that will more equitably distribute homeless housing and services across the San Gabriel Valley according to need. These efforts include strengthening existing and forging new partnerships to efficiently deploy resources and maximize impact for those at risk of or experiencing homelessness.
Homeless Plan Process

In July 2017, the County of Los Angeles and United Way Home for Good Funders Collaborative launched a grant program inviting cities to apply for funding to develop a plan to address homelessness in collaboration with the County and its contractors. The Cities of Duarte and Irwindale recognized that the planning process represented an opportunity to address shared challenges associated with encampments along the San Gabriel River and in their business districts and in November 2017 received funding to develop a multi-jurisdictional homelessness plan.

The Cities entered into agreements with the San Gabriel Valley Council of Governments (SGVCOG) and LeSar Development Consultants (LDC) to assist with plan creation in December 2017, and in January 2018 participated in a kickoff meeting with cities throughout the San Gabriel Valley.

On February 20, 2018, LDC along with City staff from both Duarte and Irwindale kicked off a series of five community meetings. These meetings provided an overview of the Measure H Homeless Initiative and City Homelessness Plan development, including the plan’s purpose and the process for conducting research and gathering public input from City staff, the business community, residents, and faith-based organizations and nonprofit services providers. All meetings were open to representatives from either community, and included a study session with the Duarte City Council on March 27, 2018. Two additional input sessions—one with service providers and one with the community at large—were held in Duarte on April 18, 2018. Finally, the Duarte City Council held a study session on May 8, 2018, and the Irwindale City Council held a study session on June 6, 2018.

The input received during these meetings was supplemented with information provided by individuals experiencing homelessness through field outreach or nonprofit service providers. In addition, City staff participated in meetings with the SGVCOG and weekly check-in calls with the consulting team. These meetings and interviews focused on ways to improve the quality of life for all residents, including those experiencing homelessness, and to solicit feedback and develop strategies to respond to the growing homelessness crisis. LDC facilitated the meetings, conducted research, and incorporate the findings into the goals and strategies that best respond to the Cities’ priorities and needs and that align with the County of Los Angeles Homeless Initiative adopted by the Board of Supervisors and funded through Measure H.
Goals and Supporting Actions

While the population experiencing homelessness has increased only moderately since 2016, the increased visibility and vulnerability of the population—especially those living unsheltered along the riverbed—prompted the Cities of Duarte and Irwindale to create a three-year plan to guide its local efforts to prevent and combat homelessness.

The following goals and action steps were derived from information gathered during community input meetings, stakeholder interviews, and check-in calls with staff from both cities, as well as research on best practices and emerging opportunities. If a goal is connected to a County Homeless Initiative strategy, that strategy is identified.

**Goal #1:** Better Understand the City’s Homeless Population and Educate the Community

**Goal #2:** Improve Service Coordination Between the Cities and Key Stakeholders

**Goal #3:** Develop Short-Term Solutions to Promote Health and Safety

**Goal #4:** Expand Access to Employment

**Goal #5:** Increase the Number of Affordable/Homeless Housing Units in the City

**Goal #6:** Coordinate with Regional Partners on Homelessness Plan Implementation

The Duarte and Irwindale City Managers’ offices are responsible for overseeing the goals and actions, reporting progress to City Council, and updating or adding new goals and actions over time at the direction of the City Councils of Duarte and Irwindale. At minimum, the plan will be reviewed annually and the City Managers will report on progress to their respective City Councils.
Goal 1: Better Understand the City’s Homeless Population and Educate the Community

Homeless Initiative Strategy Link(s): E7

**Action 1a**

Develop a mechanism for educating and coordinating City staff and key stakeholders on a regular basis.

- Hire staff to coordinate the City of Duarte’s response to homelessness.
- Establish a workgroup and hold quarterly meetings to coordinate efforts with City staff in both cities, as well as with local stakeholders and partners.

**Measurement:** Duarte coordinator hired within 3 months; workgroup established within 6 months, 2 workgroup meetings/trainings held in Year 1

**Ownership:** City of Duarte Public Safety Department/City Manager’s Office
City of Irwindale Police Department/City Manager’s Office

**Leveraged City Resources:**

**Associated Policy Changes:** No policy change required

**Timeline:** 3 months-1 year, ongoing

**Action 1b**

Explore the feasibility of collaborating with local partners to gather data on the scope of the City’s homeless population to address their needs.

- Identify partners that already gather data on homelessness/risk of homelessness and determine what data is available on each population. These include school districts, senior centers and senior housing facilities, and disability organizations and regional centers, the Los Angeles County Sheriff’s Department, Duarte Code Enforcement, and the Irwindale Police Department among others.
- Invite partners to quarterly workgroup meetings to share data and develop a robust understanding of the population experiencing homelessness and risk of homelessness to inform decision making.

**Measurement:** Local partners regularly attend stakeholder meetings; data on homelessness/risk of homelessness shared and reported on to City Council on an annual basis.

**Ownership:** City of Duarte Public Safety Department/City Manager’s Office
City of Irwindale Police Department/City Manager’s Office
### Action 1c

**Conduct outreach and education for residents and the business community on their rights, responsibilities, and opportunities to contribute to addressing homelessness.**

- Develop a resource and referral page on the Cities’ websites with user-friendly information for individuals experiencing or at-risk of homelessness, and share it with residents and members of the business community who regularly interact with people experiencing homelessness via City communications (e.g., newsletter, social media).
- Coordinate and promote trainings with LAHSA, Union Station, the County Sheriff’s Department, and other current and prospective partners either locally or in partnership with the San Gabriel Valley Council of Governments.
- Participate in Everyone In Campaign events and share education materials at City meetings.
- Provide regular updates to the respective City Councils on progress with the plan’s implementation.

| Measurement: | Local resource page on respective websites with referral sources; conduct 2 meetings in Year 1 |
| Ownership: | City of Duarte Public Safety Department/City Manager’s Office  
City of Irwindale Police Department/City Manager’s Office |
| Leveraged City Resources: | City staff time |
| Associated Policy Changes: | No policy change required |
| Timeline | Year 1, ongoing |
Goal 2: Improve Service Coordination Among City and Key Stakeholders

Homeless Initiative Strategy Link(s): A1, A5, E4, E6, E7

Action 2a

Expand local capacity to link people experiencing or at-risk of homelessness to the crisis response system.

- Disseminate resource and referral information to individuals and households experiencing or at-risk of homelessness, as well as to stakeholders who have frequent contact with the homeless.
- Identify and train City staff (e.g., Police, Public Safety, Community Development, Parks and Recreation, Library) to connect homeless and at-risk populations to outreach teams using the LAHSA web-based portal, as well as to shelters and transit to the shelters.
- Consider assigning the homelessness coordinator to engage departments that interact with homeless individuals and families to participate in regional case conferencing and outreach meetings.
- Consider opting in to fund prevention services by allocating any cost savings realized through implementing the plan or by securing funds (e.g., Measure H) for outreach activities and prevention services to contract directly with local providers or in partnership with neighboring cities.

**Measurement:**
Completed training on web-based portal; number of staff and providers trained; number of individuals/families referred to services; number of case conferencing/outreach meetings attended

**Ownership:**
City of Duarte Public Safety Department/City Manager’s Staff
City of Irwindale Community Services and Housing Departments

**Leveraged City Resources:**
Staff time to coordinate trainings; space to host meetings

**Associated Policy Changes:**
No policy change required

**Timeline:**
Year 1, ongoing

Action 2b

Align outreach efforts and encampment protocols with County partners (e.g., Los Angeles County Sheriff’s Department Homeless Response Team, Metro Homeless Task Force, LAHSA, Union Station, etc.)

- Provide County Sheriff’s Department First Responders Training.
- Review City policies and protocols related to encampments and homelessness and alignment with County policy.
• Revise policies and protocols as needed, and communicate changes to community.
• Routinely report locations of homeless encampments to outreach teams.

**Measurement:** City and County protocols and policies aligned; number of first responders trained

**Ownership:**
- City of Duarte Public Safety Department
- City of Irwindale Police Department

**Leveraged City Resources:** Staff time for training, policy and protocol revision

**Associated Policy Changes:** Revisions to policies and protocols, as needed

**Timeline**
- 6-9 months

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**Action 2c**

**Establish faith-based homeless committee to coordinate local and regional services and explore partnerships.**

- Explore the potential for participating organizations to become CES sites (see 2a).
- Explore the potential for organizations to serve as safe parking and portable bathroom/laundry sites (see 3b).

**Measurement:** Creation of committee, first meeting in Year 1, schedule for Year 2 meetings

**Ownership:**
- City of Duarte City Manager’s Office
- City of Irwindale City Manager’s Office

**Leveraged City Resources:** City staff time and facilities for meetings

**Associated Policy Changes:** No policy change required

**Timeline**
- 6-12 months, ongoing

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**Action 2d**

**Ensure all homelessness activities funded by the City are connected to CES.**

- When contracting for homeless services as individual cities or in conjunction with neighboring cities, explore opportunities to give preference in contracting to service providers that are connected to CES.

**Measurement:** Increase in contracted service providers participating in CES

**Ownership:**
- City of Duarte City Manager’s Office
- City of Irwindale City Manager’s Office

**Leveraged City Resources:** Staff time
<table>
<thead>
<tr>
<th><strong>Associated Policy Changes:</strong></th>
<th>Establish preference for providers connected to CES</th>
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<tr>
<td><strong>Timeline</strong></td>
<td>6-12 months</td>
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</table>
Goal 3: Explore Short-Term Solutions to Promote Health and Safety of People Experiencing Homelessness

Homeless Initiative Strategy Link: None

### Action 3a

In collaboration with neighboring cities, explore opportunities to provide mobile bathrooms and laundry at specified times and locations in Duarte for people experiencing homelessness.

- Consider program priorities and site criteria.
- Explore working with cities along the Gold Line, including Irwindale, and others in the San Gabriel Valley to ensure that services are available to individuals experiencing homelessness within the communities they identify as home while also ensuring equitable distribution of services throughout the region.
- Assess support and potential sites available through nonprofit or faith-based partners to operate the site.
- Partner with service provider with capacity to conduct CES assessments at the site.
- Identify mobile bathroom/laundry providers (e.g., Shower of Hope, Lava Mae).
- Identify potential funding sources (e.g., County, philanthropy, etc.).
- Develop RFP and contract(s) as appropriate.

| Measurement: | Potential sites identified; agreements with organizations developed; RFP developed; proposals received and evaluated. |
| Ownership: | City of Duarte Community Development & Public Safety Departments City of Irwindale Community Development & Public Safety Departments |
| Leveraged City Resources: | City staff and consultant time (dependent on Measure H implementation funding) |
| Associated Policy Changes: | Review zoning code |
| Timeline | 3-6 months |

### Action 3b

In collaboration with neighboring cities, explore the creation of a Safe Parking Program in Duarte to provide overnight parking and services for individuals and families experiencing homelessness who live in RVs, vans, or cars.

- Identify public or private lots such as church lots that could be used for the program.
- Explore working with neighboring cities, including Irwindale, and others in the San Gabriel Valley to ensure that services are available to individuals experiencing homelessness within the communities they identify as home while also ensuring equitable distribution of services throughout the region.
- Develop program priorities and site criteria.
- Review and revise existing policies related to overnight parking curfews, as needed.
- Identify potential partners with capacity to conduct CES assessment to operate the site.
- Identify potential funding sources through CES and Measure H.
- Develop RFPs and contract(s) as appropriate.

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<thead>
<tr>
<th>Measurement:</th>
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<tr>
<td>Potential sites and funding sources identified; agreements with organizations developed; RFP developed; proposals received and evaluated.</td>
</tr>
</tbody>
</table>

| Ownership: |
| Cities of Duarte and Irwindale Community Services and Planning Departments |

| Leveraged City Resources: |
| Staff time (depending on implementation funding from Measure H). |

| Associated Policy Changes: |
| Review zoning code |

| Timeline |
| 6-9 months |
**Goal 4: Expand Access to Employment**

**Homeless Initiative Strategy Link(s): C1, C2**

### Action 4a

**Explore opportunities for the City to hire individuals who are homeless and at-risk of homelessness.**

- Evaluate position descriptions for city jobs and contracts. Current policies do not discriminate against the homeless.
- Provide and promote placement opportunities for people who are currently or previously homeless.
- Explore preference in hiring practices.

**Measurement:** Revised position descriptions, placement opportunities promoted online and among homeless service providers

**Ownership:** City of Duarte & Irwindale Human Resources Departments

**Leveraged City Resources:** City staff

**Associated Policy Changes:** Review human resources policies, as needed

**Timeline** 1-2 years

### Action 4b

**Collaborate with the Chamber of Commerce and local business owners to create employment opportunities and one-on-one mentorships for individuals who are homeless or at risk of homelessness**

- Explore the creation of a business tax credit program to incentivize hiring current or formerly homeless individuals.
- Explore the adoption of a social enterprise ordinance that gives preference to bidders who hire current or formerly homeless individuals.
- Strengthen partnership between local businesses interested in hiring people who are currently and formerly homeless and the Foothill Workforce Development Board.

**Measurement:** Number of local businesses employing people who are currently, formerly homeless; CalWorks recipients placed into hiring opportunities

**Ownership:** City of Duarte City Manager, Economic Development, & Public Safety Departments

City of Irwindale Economic Development Department & City Manager’s Office
<table>
<thead>
<tr>
<th>Leveraged City Resources:</th>
<th>City staff time</th>
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</thead>
<tbody>
<tr>
<td>Associated Policy Changes:</td>
<td>Determine policy changes based on program decisions</td>
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<tr>
<td>Timeline</td>
<td>6 months to establish working group; 1-2 years to determine potential for programs</td>
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</tbody>
</table>
Goal 5: Increase the Number of Affordable/Homeless Housing Units in the City

Homeless Initiative Strategy Link(s): B3, F7

**Action 5a**

Explore opportunities to educate local landlords about housing navigator programs

- Make available and distribute information to landlords to participate in the following programs:
  - Homeless Incentive Program (HIP)
    - Housing Authority of the County of Los Angeles
  - Flexible Housing Subsidy Pool/Housing for Health
    - Los Angeles County Department of Health Services and Brilliant Corners
  - Rapid Re-Housing
    - Union Station Homeless Services
- Hold annual/semi-annual landlord engagement workshops to educate landlords about the incentive programs.
- Explore opportunities to tap into federal, state, and local funding to provide landlord incentives (e.g., first month’s rent, lease bonus, higher security deposit)

**Measurement:** Developed landlord engagement model

**Ownership:**
- City of Duarte Community Development & Public Safety Departments
- City of Irwindale Housing Department

**Leveraged City Resources:**
- City staff

**Associated Policy Changes:**
- Approval of funding

**Timeline:**
- 12 months, ongoing

**Action 5b**

Explore partnering with the County to provide Rapid Re-housing to more households

- Evaluate current expenditures on homelessness and determine the potential to reprogram a portion of the funds for Rapid Re-Housing services with local preference. If cities contribute $500/month for an individual/family for up to 9 months, the County will fund the remainder and the full cost of support services.

**Measurement:** Number of individuals, families placed into housing

**Ownership:**
- Cities of Duarte Community Development & Public Safety Departments
- City of Irwindale Housing Departments
<table>
<thead>
<tr>
<th><strong>Leveraged City Resources:</strong></th>
<th>TBD, up to $4,500 per individual or family</th>
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<tbody>
<tr>
<td><strong>Associated Policy Changes:</strong></td>
<td>City Council approval to partner; budget approval</td>
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<tr>
<td><strong>Timeline</strong></td>
<td>Year 1-2</td>
</tr>
</tbody>
</table>

**Action 5c**

Explore opportunities to identify vacant or underutilized public and private land in Duarte for affordable/supportive housing.

- Establish criteria and protocol for identifying public and private land that might be suitable for housing.
- Expand relationships with nonprofit housing developers.

<table>
<thead>
<tr>
<th><strong>Measurement:</strong></th>
<th>Criteria and protocol established; meetings with nonprofit housing developers held</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ownership:</strong></td>
<td>Cities of Duarte and Irwindale Planning Departments</td>
</tr>
<tr>
<td><strong>Leveraged City Resources:</strong></td>
<td>City staff time</td>
</tr>
<tr>
<td><strong>Associated Policy Changes:</strong></td>
<td>Policy to regularly review vacant City-owned land for development</td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
<td>Year 2-3</td>
</tr>
</tbody>
</table>
## Goal 6: Coordinate with Regional Partners

**Homeless Initiative Strategy Link(s):** E7

### Action 6a

**Participate in homeless plan coordination activities with the San Gabriel Valley Council of Governments.**
- Collaborate with neighboring cities to engage people experiencing homelessness who use the Metro Gold Line coordination, and on potential workforce development efforts.
- Explore landlord engagement with neighboring cities and regional partners.

| Measurement: | Attendance at meetings, city participation in activities |
| Ownership: | City of Duarte Public Safety Department/City Manager’s Office  
City of Irwindale Police Department/City Manager’s Office |
| Leveraged City Resources: | City staff time |
| Associated Policy Changes: | No associated policy changes |
| Timeline | Year 1, ongoing |

### Action 6b

**Coordinate with LAHSA and the County Homeless initiative team.**
- Activities include coordinating with LAHSA, CES, and the County on outreach and coordination, for example, conducting outreach at the Santa Fe Dam and near the Gold Line transit center.

| Measurement: | Ongoing participation in County Homeless Initiative collaboration opportunities, as identified |
| Ownership: | City of Duarte Public Safety Department/City Manager’s Office  
City of Irwindale Police Department/City Manager’s Office |
| Leveraged City Resources: | City staff time |
| Associated Policy Changes: | No associated policy changes |
| Timeline | Year 1, ongoing |
Appendix A: Stakeholder Input Sessions: Summary of Identified Challenges

Staff of City Departments
- People who are homeless have difficulty getting help without an ID or address.
- An estimated 140 homeless youth in the Duarte Unified School District don’t fit the PIT Count definition of homelessness and aren’t counted.
- Some staff felt that NIMBYism, which has thwarted low-income developments in the past, would prevent the City from approving housing development.

Nonprofit and Faith-based Organizations
- How to communicate with people experiencing homelessness about resources available to them.
- Homelessness is increasing while subsidized/affordable housing is not increasing; the demand for housing is greater than the supply.
- Duarte and Monrovia lack housing services, whereas Pasadena has several options. Nonprofits want to know what’s being done to address the discrepancy.

Business Community
- People who are homeless hang out at the nearby bus stops and outside the store, and some blast their music, catcall to passersby, and exhibit other challenging behaviors. Owners report that customers are afraid to come in or, if available, opt for drive-thru or curbside pick-up.
- Several owners said the situation has improved, although they were not sure what changed except for the demolition of a liquor store.
- Some businesses are using different methods to lock their dumpsters so that people cannot rummage through them for trash and spread litter everywhere.
- Some store managers reported issues with petty theft both in the store and on the loading dock, people trying to use EBT cards to purchase liquor, etc., and acknowledge that the police are responsive when necessary. Others note that people who are homeless are also customers.
- At least one manager allows homeless individuals to use the bathroom.
- Most business owners were unaware of available resources and services.

Residents
- The number of people experiencing homelessness is increasing, and residents are concerned about situations when people who are homeless may become violent. Specific locations of concern are along the riverbed, near bus stops, etc.
- Residents are also concerned about trespassing both in business and residential areas.
- Some residents aren’t clear about whether people who are homeless want to be housed and what they can do to assist people in getting back on their feet.
People with Lived Experience

- Police push people who are homeless into the riverbed, but police in Monrovia are harsher.
- Some encampments and the riverbed are places where people live a party lifestyle and are a “bad influence,” so many people who are homeless stay away from them.
- The government doesn’t care about people.
- People receive citations for finding safe places to sleep outdoors but don’t have elsewhere to go.
Appendix B: Stakeholder Input Sessions: Summary of Identified Strategies

Nonprofit and Faith-Based Organizations
- We need coordinators in certain areas near the riverbed speaking to people experiencing homelessness and addressing their needs.
- Revisit the ADU law and provide funding for homeowners willing to build and house homeless families. ADU construction/development can be supported by the City by waiving design review fee for these new units.
- More cold weather shelters are needed.
- Cities to conduct a count of the various types of housing available in preparation to match the counted homeless of the city to available housing.
- Make it easier to build affordable housing. Include affordable housing in building projects, and consider using empty and abandoned shipping containers to build homes for homeless individuals.
- Provide services rather than referring people to services in other towns.
- Create a resource list that includes organizations that help people who are homeless, and what services they provide (e.g., food, clothing, etc.).
- Increase access to mental health services for people experiencing homelessness.
- Don’t separate families/couples experiencing homelessness or people from their pets.
- Provide smart phones and Free Uber/Lyft rides to services, or TAPP card
- Provide storage for items

Business Community
- There should be resource where people can shower, get job training, etc.
- Engage and support the business community to develop innovative solutions to address various levels of homelessness, including those with physical illness, those who are underemployed, those on parole, and those working toward stable housing.
- Businesses can provide food, lockers, and incentives for people who are homeless to make connections. One bike shop offers bike repairs to people who are homeless in exchange for picking up trash in the riverbed. The also help the homeless fill out and fax the form for mental health services, and serve as a point of contact for family members.

Residents
- Residents are installing alarm systems, hiring patrol services, increasing neighborhood watch, and looking into security gates.
- Provide education so that residents know who to call, where to refer people, and how people be transported to services, and provide education on homelessness to help the community move beyond NIMBYism.
- The City or local organizations should provide access to bathrooms and showers so people can maintain their hygiene. Consider opening public facilities for set hours each day for showers/hygiene (bus to YMCA). Organizations can fund portable showers, toilets, and laundry services and rotate between multiple locations.
- Health services need to more accessible.
- Establish a program that employs people who are homeless to maintain a “healthy” environment on the streets – picking up trash, reporting damaged street signs, graffiti, etc.
- Lobbying to change laws to maintain greater control over issues such as loitering.
- Create a central place in town where people with needs can gather to eat, get personal assistance/counseling

**People with Lived Experience**
- Many people have been getting food from the dumpsters, but a church has been handing out food at a rest area nearby for the past four months.
- The most helpful supports would be food assistance, a moral boost, and respect.
Appendix C: List of Participating Partners that Provided Input to Plan

City of Duarte
- City Council
- City Manager
- Code Enforcement
- Planning Department
- Public Safety
City of Irwindale
- City Council
- City Manager
- Policy Department
City of Azusa
Cory’s Kitchen
East San Gabriel Valley Homeless Coalition
Foothill Unity Center
Foothill Workforce Development Board
Irwindale Chamber of Commerce
Los Angeles County Sheriff’s Department
Los Angeles County Library
Los Angeles Homeless Services Authority
New Jerusalem Missionary Baptist Church
New Life Duarte
Santa Anita Family YMCA
Union Station Homeless Services
### Appendix D: City Planning Activities Tied to County Homeless Initiative Strategies

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<tr>
<th></th>
<th>Plan to participate</th>
<th>Currently participating</th>
<th>County Homeless Initiative Strategies</th>
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<tbody>
<tr>
<td><strong>A – Prevent Homelessness</strong></td>
<td>☒</td>
<td>☐</td>
<td>A1. Homeless Prevention for families</td>
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<td></td>
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<td>A5. Homeless Prevention for Individuals</td>
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<tr>
<td><strong>B – Subsidize Housing</strong></td>
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<td>☐</td>
<td>B3. Partner with Cities to Expand Rapid Rehousing</td>
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<td>B4. Facilitate Utilization of Federal Housing Subsidies</td>
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<td>B6. Family Reunification Housing Subsidies</td>
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<td>B7. Interim/Bridge Housing for those Exiting Institutions</td>
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<td>B8. Housing Choice Vouchers for Permanent Supportive Housing</td>
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<td><strong>C – Increase Income</strong></td>
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<td>C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families</td>
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<td>C2. Increase Employment for Homeless Adults by Supporting Social Enterprise</td>
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<td>☐</td>
<td>C7. Subsidize Employment for Homeless Adults</td>
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<tr>
<td><strong>D – Provide Case Management &amp; Services</strong></td>
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<td>D2. Jail In-Reach</td>
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<td>D5. Support for Homeless Case Managers</td>
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<td>D6. Criminal Record Clearing Project</td>
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<td>D7. Provide Services for Permanent Supportive Housing</td>
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<tr>
<td><strong>E – Create a Coordinated System</strong></td>
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<td>E4. First Responders Training</td>
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<td>E5. Decriminalization Policy</td>
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<td>E6. Expand Countywide Outreach System</td>
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<td>E7. Strengthen the Coordinated Entry System (CES)</td>
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<td>E8. Enhance the Emergency Shelter System</td>
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<td>E10. Regional Coordination of Los Angeles County Housing Agencies</td>
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<td>E14. Enhance Services for Transition Age Youth</td>
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<td><strong>F – Increase Affordable/ Homeless Housing</strong></td>
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<td>F1. Promote Regional SB2 Compliance and Implementation</td>
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<td>F4. Development of Second Dwelling Units Program</td>
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<td>Plan to participate</td>
<td>Currently participating</td>
<td>County Homeless Initiative Strategies</td>
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<td>F5. Incentive Zoning/Value Capture Strategies</td>
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<td>F6. Using Public Land for Homeless Housing</td>
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<td>F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals</td>
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<td>☐</td>
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<td>F7. Housing Innovation Fund (One-time)</td>
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