



Board Report

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Agenda Number: 19.

**EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 20, 2022**

SUBJECT: METRO'S HOMELESS RESPONSE PROGRAM

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Homeless Gap Analysis (Attachment A).

ISSUE

Homelessness continues to be the defining humanitarian crisis of our time, prevalent in every community across the County of Los Angeles. The 2022 Greater Los Angeles Homeless Count, which represents the most current available data, showed that 69,144 people were experiencing homelessness in LA County at that time, a 4.1% rise from 2020.

While an unprecedented amount of resources continues to be allocated to address this crisis, the scale of need and an increasing number of individuals becoming homeless continues to outpace available resources. This is largely due to the lack of affordable and permanent supportive housing in the region, making it challenging for unhoused individuals to transition off the streets, or from interim housing units into long-term stable housing.

A significant number of homeless individuals and families seek shelter on Metro's rail, bus lines, station stops, and transit centers. Metro has sought to do its part to address this challenge, including by funding and deploying outreach teams who are dedicated to serving unhoused individuals on the Metro system and Metro property. To continue improving Metro's efforts to assist and reduce the number of unhoused individuals on the system, it was appropriate to evaluate Metro's Homeless Program and identify other opportunities for Metro to engage in order to address this crisis meaningfully.

This report provides an overview of the findings, recommendations, and proposed next steps that culminate into Metro's Homeless Program 2022 Gap Analysis.

**..Background
BACKGROUND**

In July 2016, Metro launched a strategic planning process, which culminated in a Metro Transit

Homeless Action Plan that was presented to the Board in February 2017 (2017 Plan). The 2017 Plan has since guided Metro's homeless outreach and engagement efforts. Given five years have passed since this initial planning effort, staff decided it was appropriate to complete a gap analysis on Metro's Homeless Program.

Most transit agencies throughout the country do not have formalized policies and procedures in place for addressing homelessness. In a study conducted by the University of California Institute of Transportation Studies, *Homelessness in Transit Environments: Survey Findings* (2021), researchers found that even those agencies without formal policies still must respond to circumstances associated with unhoused individuals on their property and system, and those responses varied in style and impact. Sixty-seven percent (67%) relied on enforcement (e.g. requiring disembarking at the ends of lines), 50% relied on "hostile architecture," 46% relied on enforcement of anti-loitering laws, 31% relied on subsidized fares (e.g. discounted and/or free fares for unhoused riders), and 24% relied on the use of vehicles and/or facilities as heating and cooling options. From this study, it's inferred that many transit agencies respond with enforcement-driven methods, while fewer respond with supportive methods.

Metro has taken a human-centered approach to address homelessness in our transit system, most notably by dedicating resources and partnering with homeless service providers in LA County. While this program has resulted in thousands of individuals being served, Metro recognizes that there are opportunities to strengthen its policy, programmatic, and capital investments to further address this crisis. Through the Gap Analysis, 15 recommendations have been proposed to be implemented by the new Homeless Outreach, Management and Engagement (HOME) Unit in the CX Department to accomplish this objective.

DISCUSSION

Metro engaged LeSar Development Consultants with expertise in homelessness to work with Metro staff to complete a Gap Analysis to assess Metro's existing homeless programs and identify opportunities to improve its strategy and services in order to contextualize better Metro's role in the County's overall homeless response to reduce homelessness in the system and determine the effectiveness and impact of the program. Interviews with key stakeholders, including representatives from the Los Angeles County Department of Health Services, People Assisting the Homeless (PATH), Metro staff, external service partners, as well as people experiencing homelessness, informed the assessment and analysis.

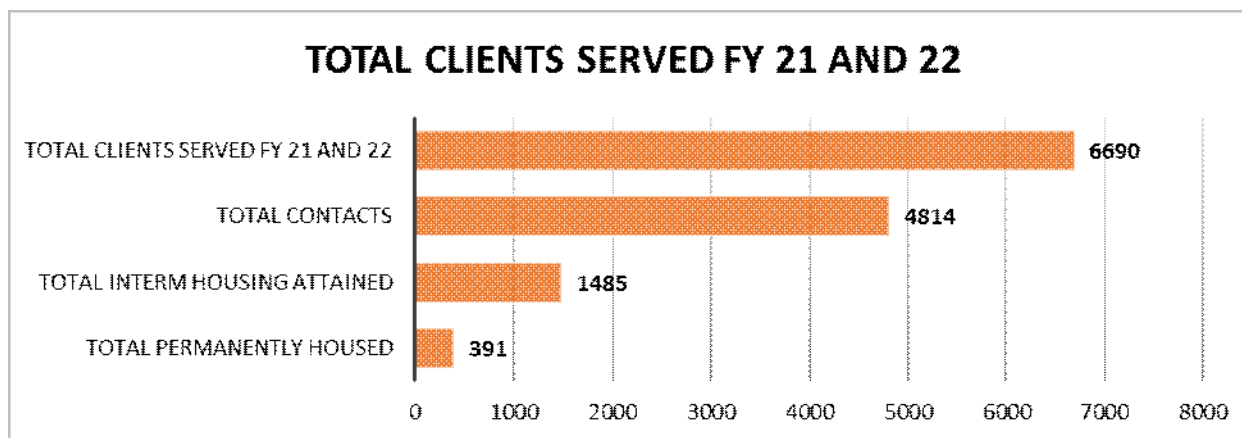
Review of Metro's Programs

Dedicated Outreach Teams

Since 2017, Metro has funded multi-disciplinary outreach teams (MDTs) staffed by the non-profit homeless services agency People Assisting the Homeless (PATH), under the administration of the Department of Health Services - Housing for Health Program. PATH's MDT's include mental health specialists, substance use specialists, street outreach specialists (with both lived and/or years of experience), and nursing/medical staff. This multidisciplinary approach allows the teams to provide individuals with services that meet their most immediate needs, whether it be someone with an urgent wound or someone having a mental health crisis. Over the past five years, the pilot program

has expanded to eight teams of five members conducting outreach on the transit system every day of the week, from 3:00 AM- 3:30 PM on weekdays and from 7:00 AM- 3:30 PM on weekends.

A review and assessment of data for April 2020 - April 2022 shows that PATH effectively serves unhoused individuals on the Metro system. PATH MDTs follow a “Housing First” model, which means that the team works to find housing for individuals regardless of their condition. Housing First is also an industry standard, which is consistent with the housing model employed by leading LA County social service providers. PATH provides aggregated monthly data, which is collected in the course of outreach and engagement on the Metro system. The chart below illustrates the cumulative number of clients served and the number that attained Interim Housing and Permanent Housing over the past two years.

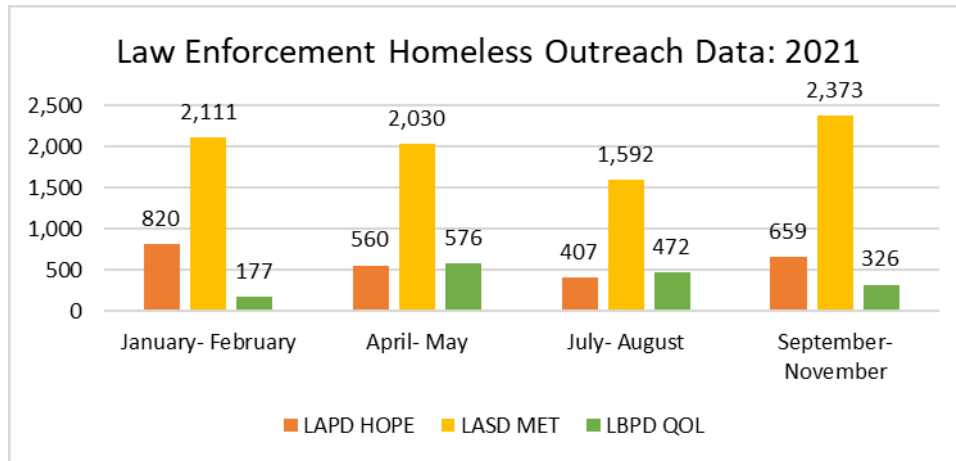


PATH’s MDTs have also responded to and met basic needs, healthcare concerns, and other essential services integral to aiding unhoused individuals in creating and maintaining housing stability. Between July 2021 and April 2022, PATH’s MDTs distributed basic necessities and hygiene items to 3,044 individuals and food and drinks to 2,781 individuals. In addition, MDTs provided a substantial number of people experiencing homelessness with healthcare services and referrals to healthcare providers, bridging the gap that prevents easy access to healthcare needs. These services include:

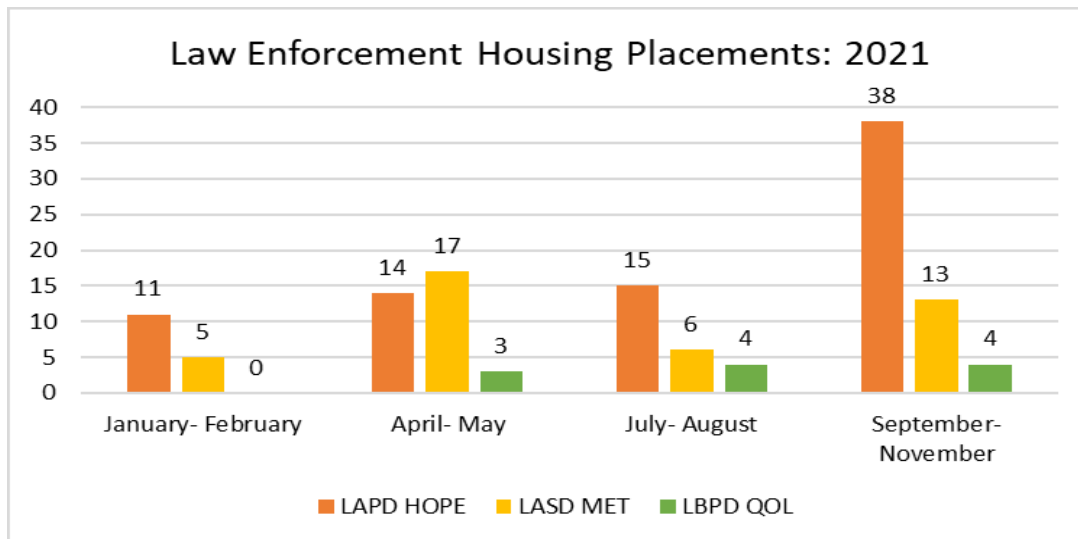
- COVID testing (36 engagements)
- Mental health services (500 engagements)
- Substance abuse counseling (1,114 engagements)
- Physical health assistance (130 engagements).

Other key services provided include pet support (19 engagements) and transportation (1,135 engagements), both of which play an integral role in an unhoused individual’s ability to accept and stay in permanent supportive housing.

Deployment of Specialized Law Enforcement Teams



Specialized and trained teams led by law enforcement, which include mental health and social service experts, such as LAPD’s Homeless Outreach and Proactive engagement (HOPE), the LASD’s Mental Health Evaluation Team (MET) teams, and LBPD’s Quality of Life Program (QOL), have also been deployed to assist unhoused individuals in distress that require specialized care and attention (including assessment for a medical hold). The following table shows the various metrics for outreach measures (e.g., referrals, mental illness) for the LAPD HOPE, LASD MET, and LBPD QOL teams in 2021. The review shows that after comparing data on the effectiveness of law enforcement and service providers, there is value in keeping law enforcement separate from routine homeless outreach.



Nearly 9,000

contacts were made over the course of 9 months among these specialized law enforcement teams, and 130 individuals/families were referred to housing (~1.4% of the contacts). The law enforcement teams identified mental illness 1,155 times (~13% of contacts) and substance abuse 1,001 times (~11%). The table below lists the number of instances individuals experiencing homelessness were connected to specific housing outcomes.

The most common housing placement was in shelter (57 placements), which accounted for more than 75% of the total housing outcomes. There were 6 motel housing placements (~8%), Transitional long-term housing placements, detox placements, and rehab placements were each made 3 times (~4%), Return to family occurred 2 times (3%), and a VA housing placement was made once (~1%).

Encampments

Metro’s approach to addressing encampments is both sensitive to the needs of the people living in the encampments as well as judicious in keeping Metro’s property safe and clear of debris. Metro has an Encampment Clean-Up Protocol, which the agency follows when addressing reports of encampment sites. The protocol went into effect in 2017 to provide an outline of the internal and external coordination process to respond to an encampment and initiate a site clean-up process. The protocol is an industry best practice and is aligned with other jurisdictions’ homeless encampment

response protocol.

Metro requires that outreach be conducted before any action is taken, notification of an upcoming clean-up be given to individuals living within a designated encampment site, and, ultimately, a request for bio-hazard environmental assessment and abatement. This process is a multi-departmental effort that requires daily coordination between the System Security and Law Enforcement, Office of the CEO, Operations (Contracted Facilities Maintenance), Customer Experience (CX) and other departments.

Reorganization of Metro’s Homelessness Response Under Office of the Chief of Staff (COS)

As part of the FY23 budget adoption, three positions were funded to staff the newly-formed Homeless Outreach, Management and Engagement (HOME) unit within the Office of the Chief of Staff. The move from Safety, Security and Law Enforcement to the COS office reflects a logical shift for the agency, as homelessness impacts many systems and departments and is one of the pressing issues facing Metro. This move reflects Metro’s commitment to addressing homelessness on the system with compassion and dignity. Surveys among both internal and external stakeholders highlighted the benefits of reorganizing Metro’s homelessness response under the COS office. Positions like the Senior Director of Special Projects in the COS unit were regularly lauded for their commitment to and coordination in addressing homelessness across the system. Once the newly created positions are filled and the contracts to expand homeless outreach services are approved, the newly formed HOME unit will move to its permanent location in the CX Department.

Housing Through Utilization of Metro Property.

Through the Board’s leadership Metro prioritizes affordable housing in joint developments on Metro property. Metro has more than 2,000 income restricted units complete, in construction or active.

Affordable Housing / JD Units (JD Team)				
	Projects	Income-Restricted Units	Market-Rate Units	Total Units
Completed	22	791	1430	2221
In Construction	4	373	0	373
Active	9	892	2186	3078
MATCH Units (There is overlap between Match and JD Units)				
	Units Funded			
Active	305			
Repaid	843			
Total	1148			

Due to the urgent need to identify temporary and permanent shelters, Metro has also supported the creation of interim housing units to continue to support the Countywide efforts to temporarily house the unsheltered.

Homeless Support on Metro Properties

Homelessness Properties (Real Estate Team)			
Location (Address)	14333 Aetna St.	100 Sunset*	6073 N.Reseda Blvd.
Location (City)	Van Nuys	Venice Beach	Van Nuys
Number of Beds	74	150	148
City vs County	City	City	City
Metro's rights to the beds	No	No	No
Operator	Salvation Army	PATH	Hope of the Valley
Vacancy levels (if we know)	Not known**	Not known**	Not Known**
<i>*Note: The 150 beds in Venice are separated into 100 adult and 50 youth</i>			
<i>**Note: It is not known at the time but the team is working to get this answered.</i>			

Safe Parking Program

The Safe Parking Program was implemented on August 1, 2020, at Metro's Atlantic Station parking facility, located at 255 S Atlantic Blvd, Los Angeles, CA 90022. Metro partnered with Los Angeles Homeless Services Authority (LAHSA), which funds and operates the Safe Parking Program through July 2023. LAHSA contracts with Volunteers of America Los Angeles (VOALA) for program operations. The Safe Parking Program offers a safe place for vehicle dwellers to park without having to worry about street parking regulations and/or waking up every few hours to relocate their vehicle to a different area. Additionally, the program offers outreach services for participants, such as referrals and links to community services and access to case management and financial assistance. This location can currently accommodate up to 20 vehicles per night. Since November 2020, there have been over 130 households enrolled in the program, with over 70 percent transferred to temporary or permanent housing.

Metro has made the agency's properties available at no cost to Homeless Support Organizations to provide the necessary emergency shelter for the unhoused which is a scarce resource. These programs provide a benefit to the community, but they do not support Metro's efforts to reduce the number of unhoused individuals on the Metro system as Metro has no rights to the beds at these facilities located on Metro property, which is identified in the program GAP analysis. Despite Metro's aggressive affordable housing achievements, there currently aren't any projects on Metro property that prioritize unhoused individuals on Metro's system.

Means-Based Fare for Low-Income Ridership as a Homeless Prevention Strategy

Through its ongoing investments, Metro has demonstrated meaningful commitment and leadership to addressing and preventing homelessness. While these investments are significant, Metro recognizes that there are opportunities to expand its programs and initiatives, and look to new and external sources of funding and partnerships, in order to make a deeper impact.

The Gap Analysis (Attachment A) summarizes the main constraints associated with Metro's current programs and investments and identifies opportunities to address those issues.

Implementing the strategies is envisioned to strengthen Metro's Homeless Program, and ultimately create a framework for assisting more unhoused individuals seeking shelter on the transit system to connect with housing and services they need.

Metro can increase the impact its investments are making which will improve the Metro riding experience for customers and improve the quality of life for people experiencing homelessness.

DETERMINATION OF SAFETY IMPACT

The receiving and filing of this report will seek to advance efforts to improve the safety of customers and employees.

EQUITY PLATFORM

In adopting the staff's recommendations, Metro will be able to improve its efforts and expand opportunities to serve the most disenfranchised members of our communities that come onto Metro property and facilities in search of shelter.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Metro's homeless outreach program supports Strategic Plan Goal #3.4: *Metro will play a strong leadership role in efforts to address homelessness in LA County.*

NEXT STEPS

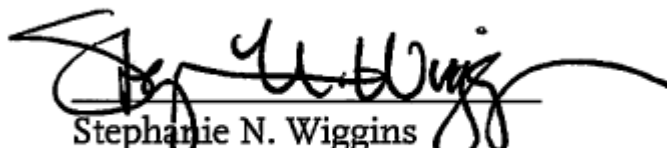
The HOME unit will initiate a strategic planning process to identify agency-wide Homeless Goals and develop a work plan to guide the implementation of the opportunities and recommendations identified in the gap analysis.

ATTACHMENT

Attachment A: Metro's Homeless Program: Gaps Analysis Summary

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Stephanie N. Wiggins
Chief Executive Officer

METRO'S HOMELESS PROGRAM: GAP ANALYSIS

No.	Gap Identified	Recommendation	Opportunities & Justification	Anticipated Outcome	Metro Response
1	<p>There is insufficient internal integration and coordination among Metro departments, which can lead to duplication of efforts, confusion about program goals and diminished impact of Metro's efforts.</p>	<p>The Homeless Outreach, Management and Engagement (HOME) Unit should Provide Oversight, Integration, and Regional Coordination of Metro's Homeless Initiatives</p>	<p><i>Metro should identify a unit to oversee and coordinate homeless related efforts with clearly defined roles and responsibilities.</i></p> <ul style="list-style-type: none"> - The new Homeless Outreach, Management and Engagement (HOME) unit will be the agency's lead for both internal and regional collaboration on all issues related to homelessness, including outreach, managing data collection and community partnerships. - The HOME unit should be tasked with implementing a workplan to advance the recommendations in this gap analysis. Metro should consider formally announcing the new Homeless Outreach, Management and Engagement (HOME) unit both internally and to the public once a clear vision and roles are defined. - The HOME unit should facilitate internal coordination across Metro departments to facilitate problem-solving, buy-in across departments, and rapid deployment of resources. 	<p><i>Metro will better coordinate efforts to address Homelessness, leading to efficiencies, better communication, and an enhanced ability to manage and track efforts.</i></p>	<p>Metro has increased the staffing in the FY23 budget to oversee and coordinate homeless related efforts. The new HOME unit will consist of 4 positions and lead the agency's internal and regional collaboration on all issues related to homelessness, including outreach, managing data collection and community partnerships. The HOME unit will facilitate internal coordination across Metro departments to facilitate problem-solving, buy-in across departments, and</p>

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					rapid deployment of resources.
2	Metro currently does not have clear agency-wide goals to address homelessness on the system, which makes it more difficult to coalesce and implement a cohesive and comprehensive strategy.	Create Clear Agency-Wide Goals to Address Homelessness on Metro	<p><i>Metro should commence a strategic planning process to establish Homeless Strategy Goals.</i></p> <ul style="list-style-type: none"> - Establishing goals should be a part of the strategic planning process, led by the newly established Homeless Outreach, Management and Engagement (HOME) unit and guide the development of an annual workplan and funding priorities. - Investments, data tracking, and strategic decisions should be aligned with set goals. 	<i>Metro will be able to develop an updated Homeless Program that advances clear priorities and be able to communicate the agency's goals internally and externally.</i>	The HOME unit will work with internal and external stakeholders to identify clear goals for addressing homelessness on Metro over the next 6 months. Having clear, definable goals will ensure everyone is working toward

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					the same objective.
3	There is a lack of consistent training across various levels of Metro staff and contractors in understanding the agency's approach to homelessness.	Develop Cross-Departmental Training that Humanizes Homelessness and Facilitates Organizational Buy-In	<i>To better strengthen Metro's capacity to address homelessness on transit, Metro will need to develop cross-departmental training on homelessness for employees, especially frontline employees who have direct public interactions.</i> -	This would give front line staff the training needed when interacting with individuals experiencing homelessness. It would also provide much-needed context and sensitivity training for policymakers within Metro's organization to be more responsive and aware of the	Training curriculum for all frontline employees is currently being created in partnership with the Department of Mental Health and UCLA. Metro expects this hybrid training to roll-out across the agency in January 2023.

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				homelessness crisis.	
4	<p>Currently, Metro utilizes transit operations dollars to fund programs to address homelessness on the system. There is also a lack of funding opportunities available to support Metro's homelessness investments long-term. However, the amount of available funding regionally is</p>	<p>Identify and Advocate for Additional Funding to Address Homelessness in Transit Environments</p>	<p><i>Metro should seek to leverage and coordinate with providers working across the region to leverage available funding and better address homelessness, specifically in transit environments.</i></p> <ul style="list-style-type: none"> - Currently, there are no federal, state, regional, private, and philanthropic funding specifically to support Transit Agencies who are impacted by individuals seeking shelter on transit systems. - Metro should advocate at the local, State, and national level for additional funding for the region that can be used to target specific interventions associated with the transit system. - Metro should participate in or establish consistent opportunities to convene with other regional stakeholders to discuss funding needs, strategies, and 	<p><i>Metro will be able to leverage or secure additional non-Metro operations funding to serve unhoused individuals on the transit system.</i></p>	<p>LAHSA recently invited Metro to participate in their monthly Executive Directors' meeting where the County, the City and more than 90 homeless services providers meet to discuss opportunities for collaboration around funding and service provision. It is imperative that Metro integrate into the</p>

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	insufficient to address the homelessness crisis. Annually, Metro is spending over \$5 million in transit operations funds to support homeless outreach.		partnerships that would benefit the unhoused on the Metro system.		continuum of care to successfully connect with funding opportunities at the local, state, and federal level. Metro must increase coordination with funding partners and service providers beyond those that Metro directly offers.
5	There is a lack of longitudinal data on the number of homeless individuals on Metro due to unreliable methodology and a limited historic partnership with LAHSA.	Conduct Annual Homeless Counts (Point in Time Count) to Establish Baseline and Track Trends	<p><i>LAHSA should collaborate with Metro to incorporate Metro property and facilities into the annual Point in Time Count.</i></p> <ul style="list-style-type: none"> - Metro should refine its current methodology for counting to conduct regular longitudinal homeless counts (Point in Time Count) on an annual basis in coordination with LAHSA's annual Homeless Count. - This data should supplant but not supersede the data and information collected from outreach teams who are monitoring trends daily. 	With baseline figures and regular counts, Metro can quantify, and track progress and trends related to the number of unhoused individuals on the system.	LAHSA has reached out to coordinate Metro's inclusion in the upcoming annual Point in Time Count.

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6	Improvements are needed to facilitate consistent, accurate, and uniform data collection, management, and analysis across Metro's homeless programs.	Improve Data Collection, Management, and Analysis	<p><i>Metro should improve its data collection, management, and analysis across its various homeless programs and outreach partners.</i></p> <ul style="list-style-type: none"> - Metro's data strategy should align with Metro's agency-wide goals. - Metro should ensure, to the extent feasible, that datapoints are uniform across programs. 	<p><i>Improvements to data management and analysis can help assess and guide improvements to Metro's response. Metro will use data to better inform policy and financial decision making.</i></p>	Metro will work with our homeless services partners and LAHSA to identify best practices around data collection and create a reporting dashboard to facilitate data sharing with service providers, cities, the County, and LAHSA.
7	The current number of outreach teams (8) does not provide the necessary coverage across Metro's full transit system.	Increase the Number of Multidisciplinary Homeless Outreach Teams to Expand Reach and Access	<p><i>Metro's current outreach model is effective and should be expanded.</i></p> <ul style="list-style-type: none"> - Given the significant need for outreach services across the entire system, Metro should increase the number of multidisciplinary outreach teams by contracting with the service providers who are leading efforts in the respective service planning areas of LA County through the master agreement with the Department of Health Services' Housing for Health Program. - The number of multidisciplinary homeless outreach teams should be regularly reassessed based on outcomes of the 	<p><i>Creating connections with unhoused individuals on the system and facilitating placements into interim and permanent housing will reduce the number of individuals seeking shelter on the system.</i></p>	Metro is doubling of outreach teams by increasing the homeless outreach teams to 16. In partnership with the Los Angeles County Department of Health Services', Housing for Health Program, Metro is pursuing partnerships with

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			<p>team, data from the Point in Time Counts, and feedback from homeless outreach providers.</p> <ul style="list-style-type: none"> - Data should be tracked to determine whether the rates of placements by the Metro outreach teams are consistent with other outreach teams serving the respective service planning areas. 		<p>the non-profits working in Service Planning Areas (SPA) across the County to provide dedicated outreach services on Metro in their respective areas. These lead outreach providers have more connections, relationships, and knowledge within their respective SPAs which will facilitate them connecting unhoused riders with services and housing. By December 2022, Metro will deploy teams from lead outreach providers in SPAs the San Fernando Valley (SPA 2), the San Gabriel</p>

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					<p>Valley (SPA 3), the Metro area (SPA 4), and the East area (SPA 7). PATH and LA Mission will continue to be the primary outreach provider in the West area (SPA 5) and the South area (SPA 6) due to capacity issues with the lead providers. Staff will pursue a separate agreement with the lead provider in Long Beach (SPA 8) because the Housing for Health Program does not include this area of the County.</p>

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8	<p>Many of the individuals that are being outreached to by the Metro outreach teams are interested in services, but based on the lack of available units in the region, it is difficult to place individuals in long-term affordable and/or supportive housing</p>	<p>Increase the Number of Housing Navigators Serving Metro-Dedicated Outreach Teams</p>	<p><i>Metro can identify resources to hire dedicated Housing Navigators that can focus on identifying long-term housing opportunities for the clients engaged by Metro's homeless outreach teams.</i></p> <ul style="list-style-type: none"> - There is currently a significant supply of Emergency Housing Vouchers made available by the Federal Government, which require an extensive vetting process to determine eligibility. - Furthermore, there is an insufficient supply of vacant units that are willing to accept the voucher payment standard. 	<p><i>Additional, dedicated housing navigators could assist in matching individuals on the Metro system to long term housing, reducing the number of individuals seeking shelter on the system.</i></p>	<p>Metro is in discussion with our current homeless services providers to determine the appropriate number of housing navigators for each provider.</p>
9	<p>Metro currently has three partnerships with law enforcement entities who have had unclear roles related to homeless outreach.</p>	<p>Better Define Roles for Law Enforcement</p>	<p><i>Trained teams led by law enforcement, which include mental health and social service experts, such as LAPD's Homeless Outreach and Proactive engagement (HOPE), the LASD's Mental Health Evaluation Team (MET) teams, and LBPD's Quality of Life Program (QOL), should be strategically deployed to assist unhoused individuals in distress that require specialized care and attention (including assessment for a medical hold), which should be decoupled from the services of Metro's outreach teams. A new protocol and workflow should be established to ensure proper oversight over the law enforcement teams.</i></p>	<p><i>Law enforcement resources will be better utilized by focusing on public safety concerns, and unhoused people on the system will likely be better served by trauma-</i></p>	<p>Metro's new HOME unit will prioritize creating new protocols governing the use and deployment of law enforcement's homeless response teams.</p>

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			<ul style="list-style-type: none"> - Unhoused people often have negative histories engaging with law enforcement, law enforcement cannot access HMIS, and law enforcement agencies often have divergent approaches to problem-solving. - Metro should follow best practices that highlight the benefits of de-coupling homeless outreach from law enforcement. - Metro should focus deployment of these specialized teams when there is a threat to public safety, or the unhoused individuals require specialized care that can be provided through the HOPE, MET and QOL teams. 	<p><i>informed multidisciplinary teams with specialized training on outreach.</i></p>	
10	<p>There are visibility concerns among staff and riders regarding dedicated homeless outreach teams.</p>	<p>Integrate Transit Ambassador Program with Homeless Response</p>	<p><i>Transit Ambassadors should be trained to provide customer information and initiate contact with unhoused riders as they may be the first point of contact for the unhoused.</i></p> <ul style="list-style-type: none"> . - The Ambassadors should be trained to help unhoused riders connect with the outreach teams. - If possible, Ambassadors should seek to recruit among individuals who previously experienced homelessness. 	<p><i>Transit Ambassadors will be embedded liaisons across the system helping to connect unhoused with individuals, improving the ability of the outreach teams to make connections</i></p>	<p>The transit ambassador training curriculum includes a specific module on interaction with individuals experiencing homelessness. Metro is encouraging our contractors to hire ambassadors who are from the neighborhoods</p>

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				<p><i>with those in need.</i></p> <p><i>This could also create employment opportunities for individuals who have experienced homelessness.</i></p>	<p>surrounding our system, including individuals with unique lived experiences.</p>
11	<p>Homeless outreach providers have indicated a need for a central location to connect with clients.</p>	<p>Pilot a Hub of Services/Navigation Center</p>	<p><i>Metro should establish a designated "Hub of Services" or "Navigation Center" where Metro riders can go to access services.</i></p> <ul style="list-style-type: none"> - Metro should pilot a Hub of Services/Navigation Center (Hub), building off feedback from service providers and successful models utilized by other transit agencies (e.g., SEPTA's <i>Hub of Hope</i>). - The model could include showers, places to temporarily sleep, food and support services. - Metro should explore partnerships with the County of Los Angeles and LAHSA (social service agencies) to fund and operate the Hub. - The Hub should be located in a place that is accessible for people experiencing homelessness. 	<p><i>Creating additional opportunities for connection with unhoused individuals on the system and facilitating placements into interim and permanent housing will reduce the number of individuals seeking shelter on the system.</i></p>	<p>Metro has begun exploring a pilot program, including opportunities to leverage local homeless funding and partnerships in conjunction with the Los Angeles County Community Development Authority.</p>

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12	Metro does not have access to dedicated 24/7 crisis/emergency shelter beds	Secure Crisis or Interim Housing Beds Dedicated to Metro Clients That Are Accessible 24/7 and available throughout the County(Interim Housing/Emergency Shelter/Motels)	<p><i>Metro should pursue partnerships to secure a minimum of 50 crisis beds at various locations around the County.</i></p> <ul style="list-style-type: none"> - Metro can pull from lessons learned by the Home At Last Pilot, by seeking intensive support services like healthcare are provided onsite, which will expand the capacity of outreach teams to focus on outreach activities. - Metro should prioritize reserved beds that are low-barrier, practice harm reduction, and are non-congregate when possible. - Metro should continue to utilize motel stays on a limited basis to quickly address housing needs. However, this intervention is expensive and would add additional costs for supportive services. - Metro outreach teams should also seek to leverage County and City resources to identify crisis/interim beds within the existing shelter network. 	<i>Provide immediate housing to those in need, reducing the number of individuals seeking shelter on the system.</i>	Metro will need to work with our partners in the City and County to accomplish this recommendation as there is no 24 hour facility in the county and Metro currently lacks funding for this recommendation.
13	The County has a lack of available housing and supportive services to quickly move the unhoused to	Increase Throughputs into Housing Through Utilization of Metro Property	<p><i>Metro should continue to explore no-cost leases for tiny home villages and safe parking sites</i></p> <ul style="list-style-type: none"> - Metro should continue exploring innovative housing and service approaches, including tiny home villages, 	<i>Reducing housing instability through increasing the supply of permanent</i>	Metro will continue to seek and prioritize interim housing partnerships that provide direct referrals and dedicated beds

METRO'S HOMELESS PROGRAM: GAP ANALYSIS

No.	Gap Identified	Recommendation	Opportunities & Justification	Anticipated Outcome	Metro Response
	permanent housing.		<p>safe parking sites, and safe storage facilities on available Metro property.</p> <ul style="list-style-type: none"> - Partners must ensure that if Metro provides no-cost leases, beds can be made available to Metro riders. 	<i>supportive housing.</i>	for Metro riders on Metro property.
14	Metro's Joint Development Policies focus on creating affordable housing, but do not require developments to specifically house those that were formerly unhoused.	Include Housing for Formerly Homeless Individuals in Joint Development on Metro Property	<p><i>Metro can provide incentives to developers on joint development sites to encourage incorporation of Permanent Supportive Housing units.</i></p> <ul style="list-style-type: none"> - <i>Metro's current Joint Development Policy centralizes on the principle of "affordable first" which supports reducing inflows into homelessness</i> - Additional incentives and community engagement should be completed to assess whether there are opportunities to house those that formerly experienced homelessness as part of future developments. - Metro will need to work with local government, regional partners, developers, and others to support the financing and operations of such development 	Reducing housing instability through increasing the supply of permanent supportive housing.	The HOME unit will work with Metro's joint development team to explore ways to include Permanent Supportive Housing units in developments on Metro property.

METRO'S HOMELESS PROGRAM: GAP ANALYSIS

No.	Gap Identified	Recommendation	Opportunities & Justification	Anticipated Outcome	Metro Response
15	Lack of public knowledge and available information on resources for unhoused riders, and what Metro is doing to address this challenge.	Create an Education and Public Information Campaign to Address Visibility and Highlight Resources Available to Unhoused and Low-Income Ridership	<p><i>Launch an education and public information campaign regarding Metro's Homeless Outreach efforts and resources.</i></p> <ul style="list-style-type: none"> - Metro should create a public information campaign that highlights resources available to unhoused and low-income ridership, including Metro resources such as the homeless outreach teams and external resources available through partners like DHS and LAHSA, such as the LA Homeless Outreach Portal (https://www.lahsa.org/portal/apps/la-hop/). - Metro should utilize advertising space available on Metro Property and equip Transit Ambassadors with information on resources for unhoused riders. 	<i>Creating more familiarity with Metro's efforts to meaningfully address homelessness, and how riders and other stakeholders can be part of the solution to address the crisis.</i>	The HOME unit will prioritize educating Metro's external partners and the public on Metro's efforts and role in addressing the region's homeless crisis.

Metro's Homeless Response: 2022 Gaps Analysis



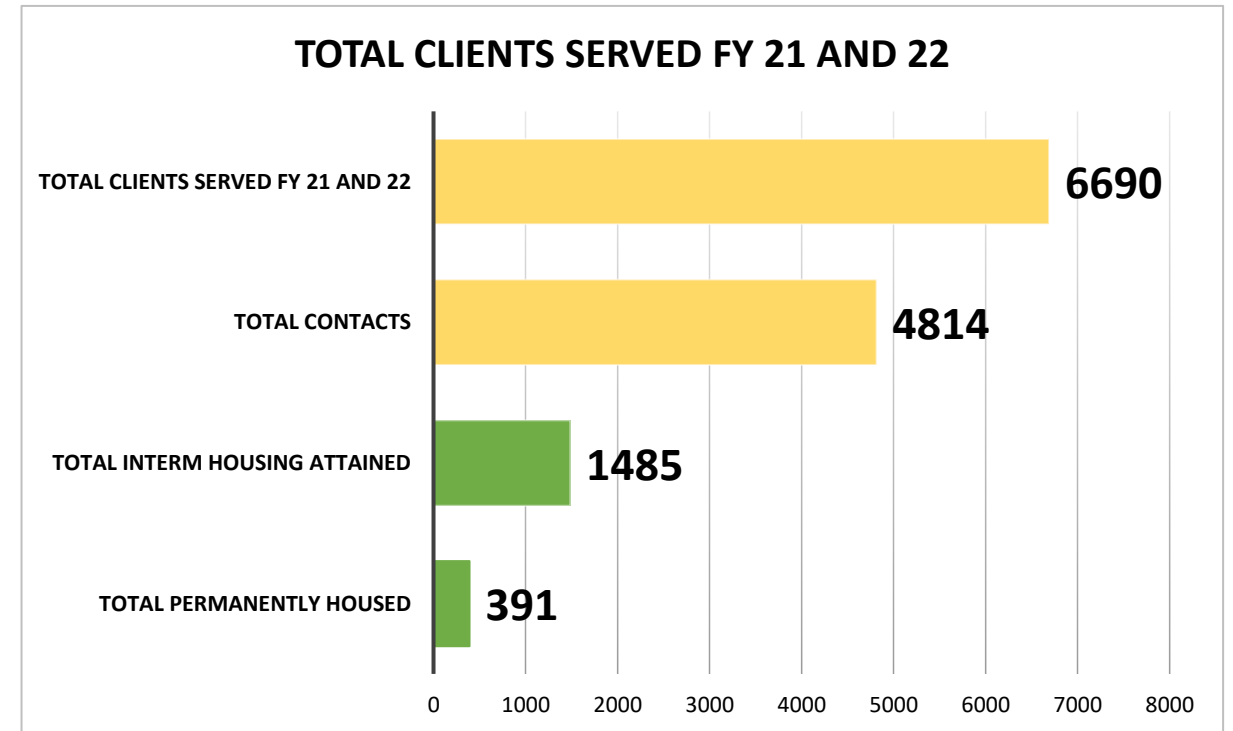
Executive Management Committee
October 2022

- **69,144** people were experiencing homelessness in LA County in 2022, a **4.1% rise** from 2020.
- A significant number of homeless individuals and families seek shelter on Metro's rail, bus lines, station stops, and transit centers.
- Metro has taken a human-centered approach to address homelessness in our transit system, dedicating resources and partnering with homeless service providers in LA County.
- Metro has completed a Gaps Analysis and identified 15 opportunities to address this crisis.

Overview of Metro's Current Programs

Dedicated Outreach Teams: Since 2017, Metro's multi-disciplinary outreach teams, staffed by People Assisting the Homeless (PATH), have grown to 10 teams on the transit system every day of the week.

Deployment of Specialized Law Enforcement Teams: Mental health experts have been deployed on Metro's contracted law enforcement homeless outreach teams to assist unhoused individuals in distress that require specialized care and attention.



Overview of Metro's Programs (cont'd)

Encampment Protocol: Metro has utilized a Clean-Up Protocol, which outlines the internal and external coordination required to respond to an encampment and initiate a site clean-up.

Reorganization of Response Under Office of the Chief of Staff: 3 new positions were funded in FY23 to staff the newly-formed Homeless Outreach, Management and Engagement (HOME) Unit.

Housing Through Utilization of Metro Property: Metro has prioritized affordable housing through joint development projects which has resulted in more than 2,000 income-restricted units complete, 373 in construction and over 3,000 active units. In addition, Metro has supported the creation of interim housing and safe parking on Metro property.

Gaps Analysis

Recommendation 1: The Homeless Outreach, Management and Engagement Unit should Provide Oversight, Integration, and Regional Coordination of all of Metro's regional coordination and response to homelessness.

Recommendation 2: Create Clear Agency-Wide Goals to Address Homelessness on Metro.

Recommendation 3: Develop Cross-Departmental Training that Humanizes Homelessness and Facilitates Organizational Buy-In.

Recommendation 4: Identify and Advocate for Additional Funding to Address Homelessness in Transit Environments.

Recommendation 5: Conduct An Annual Point in Time Homeless Count, in coordination with LAHSA.

Gaps Analysis (cont'd)

Recommendation 6: Improve Data Collection, Management, and Analysis.

Recommendation 7: Increase the Number of Multidisciplinary Homeless Outreach Teams.

Recommendation 8: Increase the Number of Housing Navigators serving Metro-Dedicated Outreach Teams.

Recommendation 9: Better Define Roles for Law Enforcement homeless outreach.

Recommendation 10: Integrate the Transit Ambassador Program into the agency's Homeless Response.

Gaps Analysis (cont'd)

Recommendation 11: Pilot a Hub of Services/Navigation Center.

Recommendation 12: Secure Crisis or Interim Housing Beds dedicated to Metro Clients 24/7.

Recommendation 13: Increase Throughputs into Housing Through Utilization of Metro Property by continuing to explore no-cost leases for interim housing solutions.

Recommendation 14: Include Housing for Formerly Homeless Individuals in Joint Development on Metro Property.

Recommendation 15: Create an Education and Public Information Campaign to Highlight Resources Available to Unhoused and Low-Income Ridership.

The HOME unit will initiate a strategic planning process to identify agency-wide Homeless Goals and develop a work plan to guide the implementation of the opportunities and recommendations identified in the gap analysis.

