

**Board Report**

File #: 2018-0214, **File Type:** Motion / Motion Response**Agenda Number:** 37.

REVISED
EXECUTIVE MANAGEMENT COMMITTEE
AD HOC CUSTOMER EXPERIENCE COMMITTEE
MAY 17, 2018

SUBJECT: HOMELESS OUTREACH**ACTION: APPROVE RECOMMENDATIONS****RECOMMENDATION****CONSIDER:**

- A. AUTHORIZING the Chief Executive Officer to expand the Multidisciplinary Homeless Outreach Program (C3) from 2 to 8 outreach teams operating seven days a week on Metro rail, bus and at Union Station. Staffing levels will be assessed annually thereafter; and
- B. RECEIVING AND FILING Metro's inventory planning assessment for homeless temporary housing.

ISSUE

At the March 22, 2018 ~~April 26, 2018~~ Board meeting Motion 14.1 by Directors Ridley-Thomas, Garcetti, Fasana, and Kuehl (**Attachment A**) was approved to return to the board in May 2018 as part of the FY19 Budget deliberations, with recommendations on extending the Pilot Multidisciplinary Homeless Outreach Program on an ongoing basis, including expanding the program to various lines and stations experiencing homelessness. The Board also requested that staff inventory Metro-owned real estate to determine what can be used for temporary housing of the homeless.

BACKGROUND

Metro has been impacted LA County's homeless crisis. According to the Greater Los Angeles Homeless Count, approximately 58,000 people in LA County are homeless and two-thirds are without shelter. Due to the lack of available shelter space and 24-hour operating shelters County-wide, homeless individuals have taken to Metro's system and properties for shelter. In spring 2016, at the direction of Metro's CEO, Metro's Homeless Task Force was assembled to address the impact of homelessness onto Metro. Metro's Transit Homeless Action Plan (**Attachment B**) was received and approved by the Board in February 2017 and was quickly put into action.

Implementation of Metro's Transit Homeless Action Plan and Metro's Broader Homeless Efforts

Metro's Transit Homeless Action Plan prioritizes the customer experience, safety and security and provides comprehensive and holistic responsive outreach to the homeless on Metro (**Attachment C**). The Action Plan's key components include coordinating homeless outreach among Metro law enforcement, deploying homeless outreach teams (Multi-Disciplinary Teams/ C3 Teams), partnering with homeless connect days, partnering with LA County, LA City and Long Beach City and aligning Metro's workforce development efforts to identify job opportunities.

Metro has taken major steps in furtherance of the Action Plan's stated initiatives. On May 22, 2017 Metro deployed the Board directed pilot program to provide homeless outreach through two dedicated C3 teams along the Red Line. Since conducting outreach over the last eleven months Metro's C3 teams have made 2,542 homeless contacts and have placed approximately 12% of these contacts into permanent housing. As of July 1, 2017, Metro adopted a multi-pronged law enforcement approach employing LA City Police Department and Long Beach PD along with the LA County Sheriff's Department. This deployment model has enhanced Metro police presence on bus and rail and the ability to utilize their respective homeless outreach police services to engage the homeless and place them into services. Their work is coordinated with Metro's C3 teams and the LA County Department of Mental Health (DMH).

Metro continues to enhance coordination and homeless resources through LA County, LA City, and Long Beach City onto Metro. Officers provide resource information from their respective cities and when necessary transport that individual to homeless resources. Through partnerships, Metro has obtained homeless resources under LA County's Measure H-providing that Metro will share twenty outreach workers with other County-wide government properties to get the homeless into housing. These teams, which are in addition to the dedicated Metro outreach team, will engage homeless on Metro property up to the fare gates, the exception being the 7th/ Metro Station where teams will engage homeless on system platforms. Metro will identify any additional funding opportunities through both the County and City of Los Angeles.

Homeless Connect Days adjacent to rail stations provide additional opportunities for homeless to be linked to resources. Over the last few months, Metro has partnered with existing Homeless Connect Days hosted by the Service Planning Areas (SPAs). In addition to having our Red Line C3 Teams connect homeless on the line to services during hours of outreach, Metro's Mobile Customer Center (MCC) attends Metro property- adjacent connect days to provide information and resources available to the homeless under the Metro L.I.F.E.. program (Low-Income Fare is Easy). In addition to providing these resources, Metro also provides work force development opportunities to the homeless. As such, Metro's Project Labor Agreement includes the homeless as an eligible worker to meet the workforce participation goals. In addition, the Metro WIN-LA Program (Workforce Initiative Now) partners with the Weingart Center to provide workforce opportunities to formerly homeless individuals to allow them to become self- sufficient members of society.

As active participants of Mayor Garcetti's Unified Homeless Response Center (UHRC), staff is coordinating with proper parties to collaborate on homeless response where appropriate and to provide heat-map location information of Metro's homeless presence as provided by our C3 teams and officers.

DISCUSSION**Expansion of Multidisciplinary Homeless Outreach Teams**

The Board motion calls for consideration of an expansion of the Pilot Multidisciplinary Homeless Outreach Teams (MDT) Program. Currently, the two pilot homeless outreach teams conduct outreach on the Red Line exclusively from the hours of 7am to 4pm, Monday through Friday while homeless services are open. In an effort to provide homeless outreach across the system inclusive of bus and rail during peak homeless presence, Metro's proposal considers the input of the Department of Health Services, our current C3 teams, operator, and officer feedback. The proposal has also been vetted by Metro's Homeless Task Force. Our outreach provider is prepared to engage in creative methods to keep the homeless interested in services during service gap periods. The program will be assessed on a yearly basis as the landscape of homeless services across the County are continually changing and expanding through Measures H and HHH.

Recommendation: Expand pilot program from 2 teams operating 5 days a week to a total of 8 teams, operating 7 days a week for a one-year period. **Approx. Cost-** \$4,207,125

	RAIL	BUS	UNION STATION
COVERAGE	All Rail Lines	Owl Service	On Site
DEPLOYMENT	AM: 3 Teams PM: 3 Teams	PM: 1 Team	PM: 1 Team

*AM: 6:30am- 3:30pm; PM: 11:30pm- 8:30am; Briefing for AM & PM teams: 7am-8am

In the recommended proposal, homeless outreach will be provided to all rail lines, owl bus service and Union Station property. To allow for a warm-hand-off of engaged homeless from AM and PM teams briefings will occur daily from 7am to 8am. Through the Metro Transit Watch App, customers will be able to report homeless presence on Metro and that individual will be engaged by our MDT designated to that location. Understanding that homeless must voluntarily accept services per the law, the ongoing presence of Metro's MDTs will build a relationship between outreach and the homeless to ultimately get the homeless housed. In measuring MDT effectiveness, Metro will consider:

- the number of homeless contacts made on the system;
- the number of homeless placed into housing; and
- direct feedback from customers through the Metro Customer Service Survey.

Real Estate Metro Inventory Planning Assessment for Potential Homeless Temporary Housing

The Metro owned properties included in **Attachment C** have been identified as potential sites to support temporary housing because of the following conditions:

- (1) Immediately available;
- (2) Have not been identified for future development; and
- (3) Park and Ride utilization is less than 50%

Properties that are too remote either for access or are isolated from services are not considered. Park-n-ride lots that are utilized heavily are not considered in order to minimize the impact on the transit customer experience. All locations provided are tiered based on proximity to stations and are comprised of one or more sites. *Tier 1* is adjacent or near a Metro station. *Tier 2* is within one mile of a station. *Tier 3* is more than a mile from the station.

In addition to identifying an inventory of potential locations for temporary housing, considerations that the requesting entity/jurisdiction provides the appropriate indemnification, and that matters, including costs, pertaining to public safety, maintenance, hygiene and logistics are adequately addressed and do not become Metro's responsibility, are the required elements to ensure a potential site is suitable for temporary housing.

FINANCIAL IMPACT

Homeless MDT Expansion

~~Eight Teams at approximately, \$4,207,125 annually of System Security & Law Enforcement budget. Upon approval, funding for the project will be captured in the FY19 operating budget: Cost Center: 2610 | Project: 306006 | Task: 01.001|.~~

Expansion of the MDT to eight teams will cost \$4,207,125 annually. Funding for the project is included in the FY19 operating budget in Cost Center 2610, Project 306006. If this project is extended beyond FY19, the cost center manager and Chief, System Security and Law Enforcement will be responsible for budgeting funds in future years.

Impact to Budget

The source of funds for this program will be General Funds, which are eligible for bus and rail capital and operations.

ALTERNATIVES CONSIDERED

Homeless MDT Expansion

Alternative 1- Current Model: 2 teams, 5 days a week, 1 year. **Approx. Cost-** \$1,200,000

	RAIL	BUS	UNION STATION
COVERAGE	Red Line Only	None	None
DEPLOYMENT	AM: 2 Teams	None	None

This alternative is not recommended as staff has determined that there is a need to expand the number of MDT's on the system beyond one line based upon the demand of the homeless crisis required outreach.

Alternative 2- 4 Teams, 7 a week, 1 year. Approx. Cost- \$2,250,000

	RAIL	BUS	UNION STATION
COVERAGE	Red/ Gold/ Green	Owl Service	On Site
DEPLOYMENT	AM: 1 Team PM: 1 Team	PM: 1 Team	PM: 1 Team

This alternative is not recommended as it provides limited rail outreach. While a cost savings, the homeless hot spot data, operator and police feedback is that outreach is needed on all lines for more than a few hours a week.

NEXT STEPS

Staff will modify the contract with the County to support the expansion of the homeless outreach teams.

ATTACHMENTS

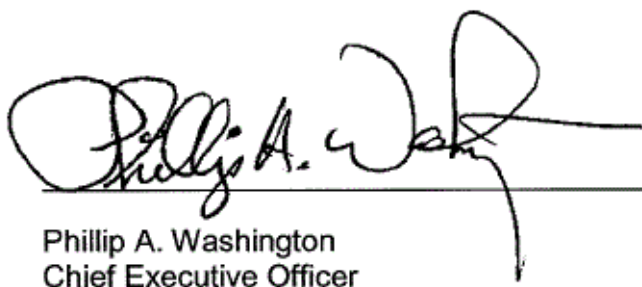
Attachment A - Motion 14.1 for MDT Expansion and Real Estate Inventory

Attachment B - Metro Transit Homeless Action Plan

Attachment C - Metro Temporary Housing Inventory

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Stephanie Wiggins, Deputy Chief Executive Officer, (213) 922-1023



Phillip A. Washington
Chief Executive Officer

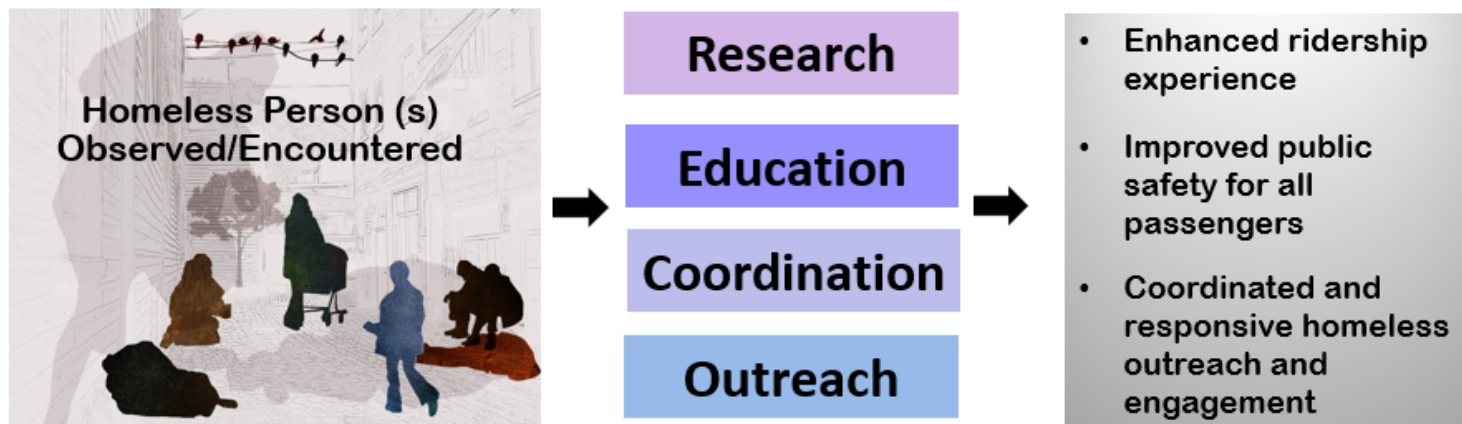
14.1 APPROVED REVISED Motion by Ridley-Thomas, Garcetti, Fasana, Kuehl and Bonin that the Metro Board of Directors:

- A. ~~RECEIVE AND FILE the report entitled "Metro's Homeless Outreach Efforts";~~
~~and~~
- B. DIRECT the Chief Executive Officer to return to the Board of Directors in May 2018, as part of the FY19 Budget deliberations, with recommendations on extending the Pilot Multidisciplinary Homeless Outreach Program on an ongoing basis, including a potential expansion of the program to other lines and stations which are experiencing a large homeless population, and inventory Metro-owned real estate to determine what can be used for temporary housing of the homeless.

Metro Transit Homeless Action Plan

Attachment B

Metro Cares – Transit Homeless Action Plan



I. RESEARCH

- A. Conduct **demographic surveys** of homeless individuals and families
- B. Collect and analyze **data from outreach teams**
- C. Conduct a **cost-benefit analysis** of Metro's current investment in clearing **homeless encampments** on Metro properties
- D. Review and analyze data specific to Metro from the **Greater Los Angeles Homeless Count and Metro Customer Surveys**

II. EDUCATION

- A. Develop materials and information for Metro staff and passengers on **reporting transit homelessness** and **how they should respond or assist**
- B. Develop curriculum and implement **formalized training** for Metro staff and law enforcement
- C. Formalize the **"Transit Homelessness"** concept and integrate it into implementation plans

III. COORDINATION

- A. Work with the LA County, LA City, and Long Beach City to **align and integrate with adopted homeless strategies**
- B. Participate in **committees and workgroups** related to the homeless system
- C. Partner and collaborate with partners on **encampment protocols**
- D. Partner with the County and City of Los Angeles on **critical initiatives** related to homelessness

IV. OUTREACH

- A. Implement and integrate the **C3 Outreach Teams**
- B. Develop **uniform outreach** standards
- C. **Implement specialized outreach teams**
- D. Lead and **coordinate** homeless outreach and law enforcement teams
- E. Partner with agencies on **homeless connect days**
- F. Work with Veteran outreach teams
- G. Align Metro **workforce development** efforts



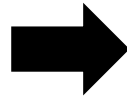
Metro



Research

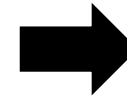
PLAN

- A. Conduct **demographic surveys**
- B. Collect and analyze **data from outreach teams**
- C. Conduct **cost-benefit analysis of homeless encampment removal or other options**
- D. Review and analyze data from **Homeless Count and Metro Customer Survey**



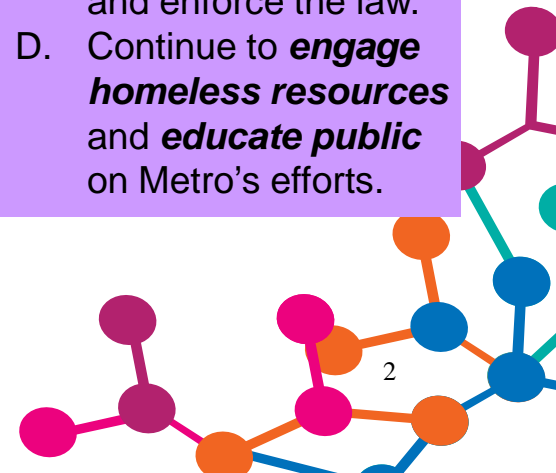
FINDING

- A. Each station/ line has **varying clientele**
- B. 12% of **homeless contacts placed into housing services**
- C. **Identified Civil Rights complexities** in clean-ups
- D. 23% **County increase to homelessness** from 2016 to 2017. **Noticed increase by customers.**



NEXT STEP

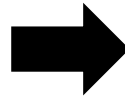
- A. Engage a **variety of homeless outreach to meet varying needs.**
- B. Identify ways to provide for **consistency on reporting if possible.**
- C. Obtain **legal opinion** and **build network** for encampments to support civil liberties and enforce the law.
- D. Continue to **engage homeless resources** and **educate public** on Metro's efforts.



Education

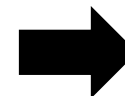
PLAN

- A. Develop materials and information on ***reporting transit homelessness*** and ***how they should respond or assist.***
- B. Develop ***formalized training*** for Metro staff and law enforcement
- C. Formalize ***“Transit Homelessness”*** concept



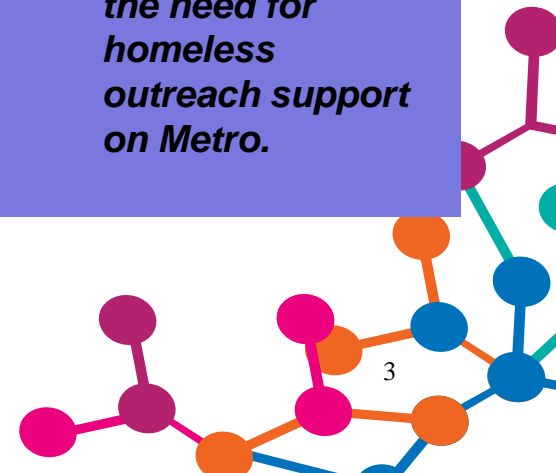
FINDING

- A. Absence for network reporting, use ***211 and winter shelter hotline.***
- B. Absence of full network created, requested to report through ***Law Enforcement Service Request Forms (LESR)-HOPE & MET Teams***
- C. Many ***unaware*** in provider network such ***extensive homeless presence on transit and transit properties.***



NEXT STEP

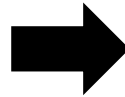
- A. Once solidified ***share information with Metro staff and riders.***
- B. Train officers and staff to ***use identified new resources***
- C. Continue to attend meetings within the homeless outreach network, ***advocate for resources and the need for homeless outreach support on Metro.***



Coordination

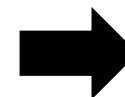
PLAN

- A. Work with the County and City of Los Angeles to **align homeless strategies.**
- B. Participate in **committees and workgroups** related to the homeless system
- C. Partner and collaborate on **encampment protocols**
- D. Partner with the County and City of Los Angeles and Long Beach for **critical initiatives.**



FINDING

- A. No resources under **Measure H or HHH for Metro-** until advocacy (40 outreach workers)
- B. Personnel sits on **Regional Homeless Advisory Council** and attends **Measure H** planning meetings.
- C. LA City and LA County had **different encampment protocols** based on history
- D. Series of **resources not geared to Metro** but can shape.



NEXT STEP

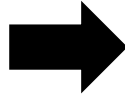
- A. Work with LA County CEO to **deploy 40 outreach workers** effectively
- B. Continue to **advocate** at decision making bodies for Metro consideration.
- C. Adopt **stricter encampment protocol to guard against litigation** while maintaining minimum legal standards.
- D. Advocate, obtain and distribute resources.



Outreach

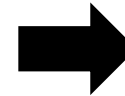
PLAN

- A. Implement **C3 Outreach Teams**
- B. Develop **uniform outreach standards**
- C. Implement **specialized outreach teams**
- D. Lead and **coordinate** Metro's homeless outreach
- E. Partner with agencies on **homeless connect days**
- F. Work with Veteran outreach teams
- G. Align Metro **workforce development efforts**



FINDING

- A. High presence one line. 12% placed.
- B. Can not be uniform based on entity or client.
- C. Large price tag, **engage non-profits.**
- D. Coordinate engagement and police departments
- E. Opportunity for **Mobile Customer Service Center**
- F. Partnership Developing for Veterans
- G. Metro's **WIN Program**



NEXT STEP

- A. Work with additional resources- 40 outreach workers, non-profit
- B. Identify **more uniform reporting opportunities**
- C. Identify more non-profit opportunities
- D. Identify **additional areas for information sharing-** outreach and Police were "ok".
- E. Engage **non-profit/faith based on connect days**
- F. Continue to engage
- G. Collaborate on WIN





Metro®

**INVENTORY OF METRO PROPERTY FOR
TEMPORARY HOUSING OF HOMELESS**

**COUNTYWIDE PLANNING & DEVELOPMENT
REAL ESTATE—ASSET MANAGEMENT**

May 9, 2018

Index of Location Tier(s)

	DISTANCE TO METRO STATION	CAR/RV PARKING	AMBULATORY (ON FOOT)	SERVICE SITE
Tier 1	Adjacent	NO	NO	YES
Tier 2	Radius Less than 1 Mile	YES	YES	YES
Tier 3	Radius Greater than 1 Mile	YES	NO	YES

Inventory by Jurisdiction and Neighborhood

Parking

City	Location Name	Unit of Measure	Approximate Size
Los Angeles	Orange Line Parking - Van Nuys	Parking Space	293
Los Angeles	Orange Line Parking - Sherman Way	Parking Space	157
Los Angeles	Orange Line Parking - Reseda	Parking Space	104
Total			554

Inactive R.O.W./Vacant Land

City	Location Name	Unit of Measure	Approximate Size
Los Angeles	Valley Subdivision	SQFT.	34,000
Los Angeles	Division 6 Site - Venice Beach	SQFT.	136,157
Total			170,157

OL0110

Orange Line Parking - Van Nuys



Current/Future Planned Use	Park and Ride Lot. Only use of Site 38 Proposed.
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
38	SE 6050 Van Nuys Blvd.	Los Angeles	None in immediate area.	Parking Space	293

Total	293
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OL0112

Orange Line Parking - Reseda

M



Current/Future Planned Use	Park and Ride Lot Only. use of Site 42 Proposed.
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
42	18450 Oxnard St.	Los Angeles	None in immediate area.	Parking Space	157

Total	157
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OL0113

Orange Line Parking - Sherman Way

M



Current/Future Planned Use	Park and Ride Lot. Only use of Site 44 Proposed.
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

ID	Street Number	City	Homeless Services	UOM	Size
44	7119 Deering Ave.	Los Angeles	None in immediate area.	Parking Space	104
Total					104

VE0261

Division 6 Site - Venice Beach



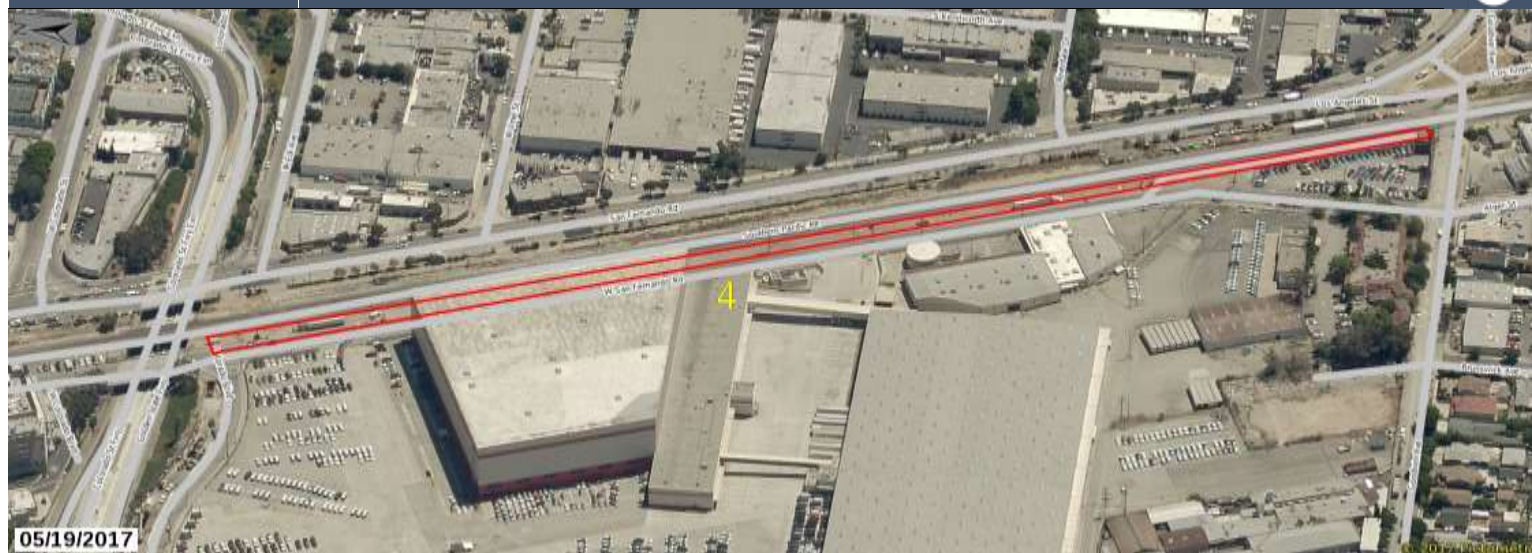
Current/Future Planned Use	No immediate plan for development on site.
Conditions	Vacant land is clean. Buildings will likely require additional environmental remediation
Near Active ROW	No
Site Fitness	May Require Remediation

ID	Street Number	City	Homeless Services	UOM	Size
61	100 Sunset Ave.	Los Angeles	Within 1-mile.	SQFT.	136,157

Total	136,157
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VL022

Valley Subdivision



Current/Future Planned Use	Recent termination of lease for semi-truck parking. No planned future use.
Conditions	No paving or lighting. Fencing on one side only for active rail right of way.
Near Active ROW	Yes
Site Fitness	Requires Remediation

ID	Street Number	City	Homeless Services	UOM	Size
4	San Fernando Rd. between Colorado Blvd. and Goodwin Ave.	Los Angeles	None	SQFT.	34,000

Total	34,000
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Metro's Homeless Outreach Efforts Motion Response

Executive Management Committee

Ad Hoc Customer Experience Committee

May 2018



Metro Provides Excellence in Service and Support.

LA County Homeless Snapshot



Data from 2017 LAHSA Homeless Count

Metro Transit Homeless Action Plan



Research

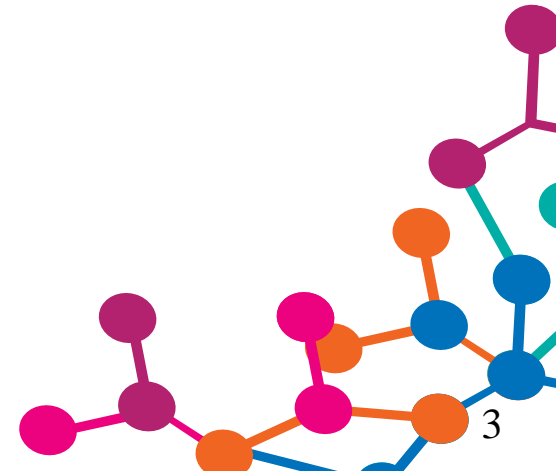
Education

Coordination

Outreach



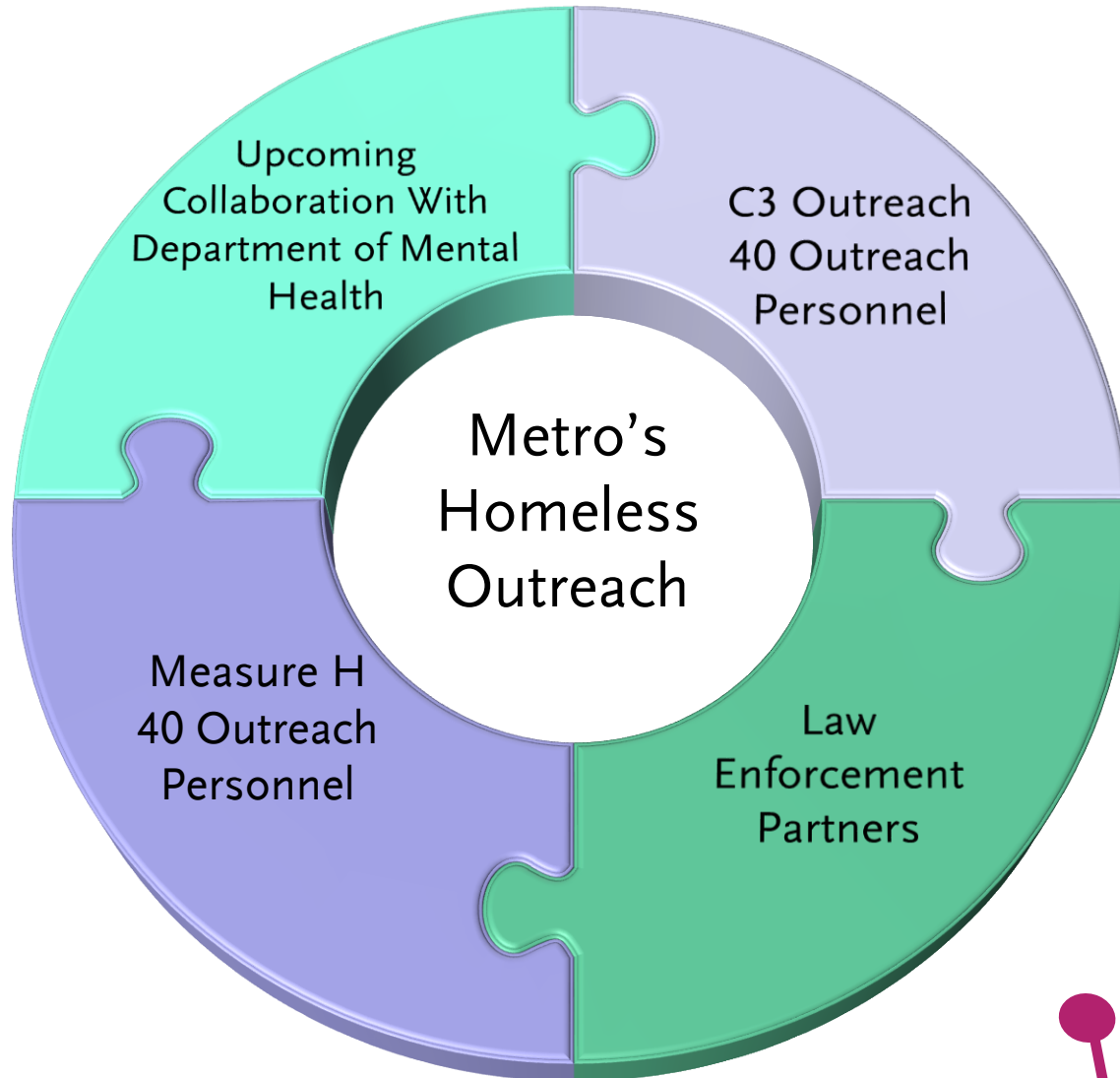
- Enhanced ridership experience
- Improved public safety for all passengers
- Coordinated and responsive homeless outreach and engagement



Action Plan - Highlights

- ✓ Metro Hired C3 Teams – Pilot Program
- ✓ LAPD, LASD, Long Beach PD Homeless Outreach
- ✓ Coordination with County and City Resources
- ✓ Partner in Connect Days- Metro MCC
- ✓ Metro L.I.F.E. Program
- ✓ Metro WIN Program- Weingart Center
- ✓ Chairman Garcetti's Unified Homeless Response Center (UHRC)

Homeless Outreach Components



C3 Pilot Expansion- Proposal

Recommendation: Expand pilot from 2 teams to a total of 8 teams, 7 days per week for 1 year. Approx. Cost- \$4,207,125

Bus



Rail



Bus: Owl Service

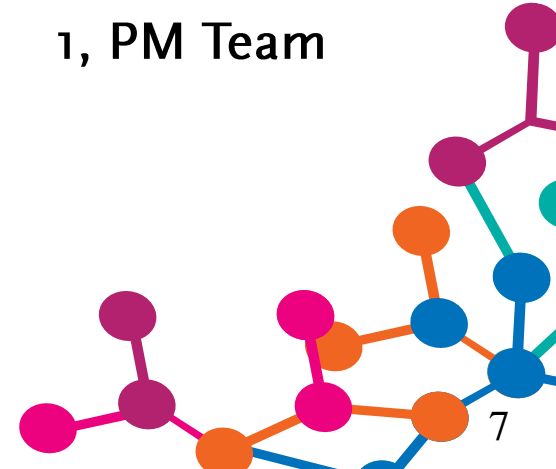
- 1, PM Team

Rail: All Lines

- 3, AM Teams
- 3, PM Teams

Union Station: On Site

- 1, PM Team



Property Inventory- Conditions & Criteria

✓ Conditions for identifying property:

- Immediately available to support temporary housing
- Have not been identified for future development
- Park and Ride utilization is less than 50%

✓ Additional Criteria For Use:

- Not too remote for access or isolated from services
- Metro indemnification provided by entity/ jurisdiction using property



Orange Line Parking – Van Nuys



Current/Future Planned Use	Park and Ride Lot. Only use of Site 38 Proposed.
Conditions	Paved parking lot.
Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

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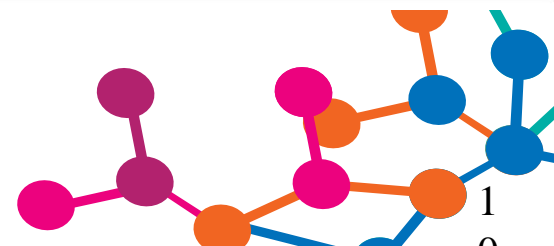
Orange Line Parking – Reseda



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Near Active ROW	Yes
Site Fitness	Acceptable Site Conditions

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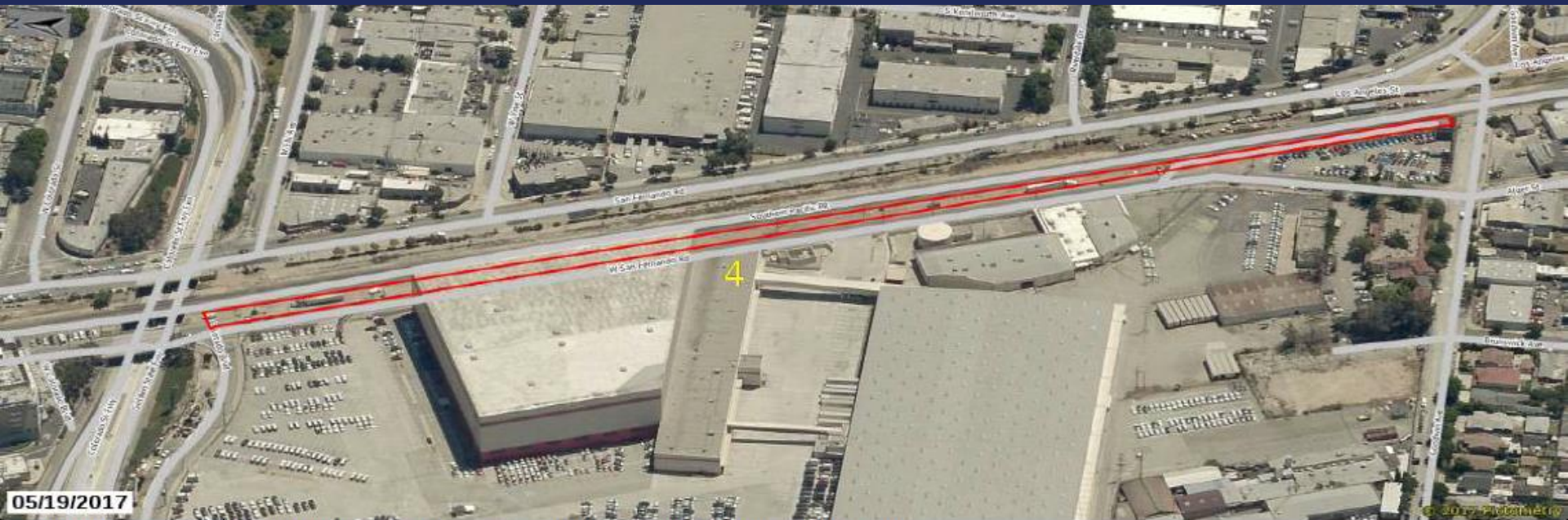
Division 6 Site – Venice Beach



Current/Future Planned Use	No immediate plan for development on site.
Conditions	Vacant land is clean. Buildings will likely require additional environmental remediation
Near Active ROW	No
Site Fitness	May Require Remediation

ID	Street Number	City	Homeless Services	UOM	Size
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Valley Subdivision



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Near Active ROW	Yes
Site Fitness	Requires Remediation

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