



## Board Report

**File #:** 2023-0669, **File Type:** Informational Report

**Agenda Number:** 33.

**REVISED**  
**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE**  
**JANUARY 18, 2024**

**SUBJECT: TRANSIT COMMUNITY PUBLIC SAFETY DEPARTMENT - IMPLEMENTATION  
PLAN PROGRESS REPORT**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE an update on the Implementation Plan for the establishment of a Transit Community Public Safety Department (TCPSPD).

**ISSUE**

At its June 2023 meeting, the Board approved Motion #21.1 by Directors Najarian, Sandoval, Butts, Barger, and Bass, directing the Chief Executive Officer (CEO) to prepare a comprehensive implementation plan for Board consideration to bring public safety services in-house (Attachment A). The Implementation Plan (Plan) is intended to reflect Metro's need for specialized training and engaged visible presence, which is currently centered on a robust multi-layered deployment approach that relies on transit security officers, ambassadors, contract security, homeless outreach, mental health outreach, and law enforcement. This report provides a status update on the development of the Plan as directed in the Motion.

**BACKGROUND**

Metro is committed to safeguarding the transit community by taking a holistic, equitable, and welcoming approach to public safety. Consistent with Metro's Public Safety Mission and Values Statements (Attachment B), approved by the Board at its meeting in December 2021, Metro recognizes that every customer is entitled to a safe, dignified, and human experience. As a result, the Board adopted at its March 2023 meeting a Bias-Free Policing Policy and a Public Safety Analytics Policy - both of which are the first of their kind in the transit industry.

In April 2022, staff initiated a competitive procurement process for law enforcement services. Proposals were received in October 2022 and were reviewed in accordance with the terms of the solicitation, which sought to incorporate the lens of Metro's Public Safety Mission and Values Statements. However, two of the four proposing agencies took material exceptions to the scope of work and Metro's contract terms and conditions. As a result, the Board opted to cancel the

solicitation, extend modified versions of the existing law enforcement contracts, and explore the feasibility of creating an in-house Metro Transit Community Policing Public Safety Department (Department) with the objective of furthering Metro's reimagined public safety plan and upholding the agency's Public Safety Mission and Values Statements.

Eight out of the largest transit systems in the United States have their own in-house transit police department. Transit policing is a specialized field that focuses on the safety and security of public transportation systems. Like campus or airport police, transit police are tasked with addressing the unique challenges and security needs associated with transit environments, which include subway, rail systems, buses, and trains. These officers are trained to handle situations that are typical for the transit environment, such as fare evasion, disorderly conduct in confined spaces, and the dynamics of high-volume passenger traffic. Transit police often work in close cooperation with other law enforcement agencies to ensure the safety of travelers and the general public. In comparison to "traditional" policing, which covers a broad range of law enforcement duties in general urban or rural areas, transit policing is a more focused practice that requires officers to have specific knowledge and skills related to the transit system they protect. This specialization allows them to be more effective in their roles and to provide a service that complements the work of other police departments. The overwhelming majority of officers spend only a small fraction of their time responding to violent crime. More common are crimes against property and crimes against society. At its June 2023 meeting, the Board directed the CEO to prepare a comprehensive implementation plan for Board consideration to bring public safety services in-house and provide an interim status report.

## **DISCUSSION**

Metro has engaged a team of consultants with expertise in public safety, law enforcement services, and deployment in transit settings to support the development of the Plan. To lay a solid foundation for the Plan, Metro began by conducting extensive research into best practices in transit community policing. The Consultants engaged in 35 interviews with Metro leadership and external stakeholders, including current law enforcement partners. The Consultants reviewed historical practices and completed a comparative analysis of surrounding law enforcement agencies and transportation agencies across the United States and internationally.

The emerging themes from the research and interviews emphasized the need for an Implementation Plan that focuses on integrating principles and practices of social work and mental health skills into the new department to enhance community engagement, improve relationships, and address underlying social issues. Additionally, concentrating on a strong transition, human capital and development, operations and deployment strategies that reflect a transit public safety culture, and prioritizing planning for the long-term needs of the Department will be critical. Some of the long-term needs may include future growth within LA Metro with additional rail stations, added bus routes, global special events such as the World Cup, Olympics, and other large events. The following summarizes the status and key findings to date.

### ***Developing an Operating Framework for the TCPSD***

Bringing public safety services in-house will ensure that Metro's policing service is more culturally

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aligned with Metro's Safety Mission and Values. The TCPSD would create an immediate line of responsibility within Metro, this would ensure more transparency and an improved level of accountability. The Plan will include a proposed outline for a Strategic Plan, which will be a roadmap to articulating the objectives of establishing the Department and the mechanisms for achieving success. In addition to the inclusion of the Board approved Public Safety Mission and Values Statements, which serve as the foundation for the Strategic Plan, it will serve as a framework for action that supports the priorities of Metro, while also providing the flexibility to respond to emerging issues. It identifies the core areas where Transit Police needs to succeed in order to deliver on its public safety mandate and ensure a safe environment for all transit users, including both customers and employees. The Strategic Planning process will also identify key issues that Transit Police would need to prepare for, including the expansion of service.

The Consultants have identified a best practice for the TCPSD strategic planning process to prepare for the future based on the current landscape and community input. As such, the Strategic Plan could cover the following areas and objectives, with the expectation that it would be finalized only once the executive leadership of the Department is selected and the public participation process for the Strategic Plan concludes, to ensure buy-in:

- Modern Transit Community Policing Culture
  - Desired Results centering skills, diversity, leadership, pride, and retention in support of the transit community;
  - Demonstrate a continued commitment to hire, support, and retain a diverse workforce to reflect Los Angeles County's demographics; and
  - Continue to anticipate and meet changing public safety expectations through mandatory trauma-informed training.
- Engaged Community Partners
  - Desired Results centering on care, effectiveness, safe communities, and perceptions;
  - Strengthen support for vulnerable people;
  - Increase real and perceived safety for all transit users; and
  - Communicate and exchange with stakeholders to improve services. As the breadth of people and places served by the transit system expands, we will seek the expertise of our enterprise and community partners to ensure transit users can access the services they need when they need them.
- Relationship Model for Transit Community Police Officers
  - Desired Results centering on prevention, resolution, and trust;
  - Leverage Technology as a Force Multiplier; and
  - Planning for Future Transit Growth, including its impact on deployment. The transit system's expansive geography uniquely enables TCPSD to build strong relationships with all cross regional law enforcement agencies.

TCPSD is different from the existing multi-agency law enforcement operational model in several ways. At the core of Metro's proposed TCPSD is the commitment to fostering an environment of safety, trust, and community well-being. Metro will implement an integrated approach to transit safety that builds on various safety components from Metro's safety framework. In-house dedicated transit

community law enforcement officers provide:

- Engaged Visibility - Primarily riding buses and trains - foot patrols (vs in patrol vehicles or fixed post on platforms); Assisting, guiding, and supporting Metro riders and employees by being consistently present, reliable, and accessible in both emergency and non-emergency situations while also promoting a sense of trust by establishing positive relationships with riders.
- Zone Deployment Model - A deployment model with dedicated zone/geographical areas will be assigned for patrols where officers will respond to their assigned locations daily. This will offer an opportunity for TCPS officers to engage with frontline employees and riders on a frequent basis to build relationships and provide the officers with an opportunity to develop a sense of familiarity with the riding public and employees. It also helps address the concern of Board members, employees, and riders about coverage and removes the current vulnerability of law enforcement redeployed to address incidents outside of the Metro system.
- Training with a Transit Purpose - Beyond being familiar with infrastructure locations and Peace Officer Standards and Training (POST) certified, Metro TCPS officers will be knowledgeable of equipment, limitations, & operational procedures.

All officers will be trained to embrace Metro's care-focused approach to public safety and be specially trained to handle a wide range of situations that are germane to the transit environment. Training sessions will include mental health professionals to enhance officers' understanding of mental health issues and de-escalation techniques. Additionally, Metro will collaborate with social work educators to develop joint training programs that address both law enforcement and social work perspectives. Officers will be trained to recognize signs of trauma and respond in a supportive and empathetic manner and to integrate trauma-informed approaches into police practices, recognizing and addressing the impact of trauma on individuals in the community. Metro will also develop cultural competency training programs to enhance officers' understanding of diverse populations. By incorporating social work principles and mental health awareness into policing, the new department can work towards building trust, fostering collaboration, and addressing the root causes of crime and social issues within their communities.

The TCPSD will emphasize relationship-based policing which means riders and employees will see more consistent foot patrols systemwide. The various benefits of foot patrols are enhanced community engagement, increased visibility, a better understanding of transit dynamics, proactive problem-solving and building stronger trust, and improved transit experience. The transit system's expansive geography uniquely enables Transit police to build strong relationships and be embedded in planning for transit growth. It also provides an opportunity to implement procedural justice principles to ensure fair and transparent interactions between officers and the transit community. Riders will be more likely to accept and comply with decisions when they believe the process leading to those decisions is fair, respectful, and unbiased.

The TCPSD will shape its priorities, policies, and practices in collaboration with the transit riding community and Metro front-line employees:

- Metro may also consider establishing a civilian's oversight committee to provide an independent avenue for complaints, consistent with the public safety mission and values. Metro will be able to hold officers accountable for performing in accordance with Metro policies and have the authority to conduct disciplinary action, such as removing officers from working the system, if necessary. An oversight committee could serve as a valuable mechanism for promoting accountability, transparency, and trust between the TCPSD and the communities it serves. By involving transit riders in the oversight process, the committee could contribute to the ongoing efforts to improve transit public safety practices and enhance customer experience.
- The TCPSD will have an internal affairs department to investigate incidents of misconduct and serious offenses. If an officer is suspected of criminal conduct, a dual, but separate, administrative investigation and criminal investigation would need to occur.

The TCPSD will operate as part of the Metro ecosystem, providing a streamlined layered approach to safety and security. An in-house department can move more quickly in alignment with other internal safety departments, such as Security and Transit Ambassadors to strategize, adapt, and implement new safety measures in real-time, ensuring a more effective response to emerging challenges on the system. This approach is distinctly unique from Metro's current multi-agency format, with three - and soon to be four - contracted law enforcement agencies with their own values, methods, and styles.

Staff propose a three-phase approach to execution:

- 1) Phase 1 would focus on Establishing the Strategic Plan and Transition Team, which would occur upon future Board-approval of the Implementation Plan, and include the initiation of recruitment efforts for Public Safety and Security Chief (Chief of Police).
- 2) Phase 2 would focus on Resource Planning, and include a robust human resources strategy, the initiation of hiring key personnel, and the development of policies and training curriculum.
- 3) Phase 3 would focus on the Establishment of the Department, which would include the development of a Transition Plan, operations and deployment protocols, as well as the establishment of mutual aid agreements and the potential formation of a civilian oversight committee, as part of a broader ongoing community engagement strategy.

The following summarizes progress related to key areas.

### ***Implementation Project Management Team***

A well-coordinated and intentional transition strategy is necessary to facilitate a smooth changeover of responsibilities, duties, and tasks from contracted law enforcement resources to the new Department. Of note, all current contract law enforcement partners have agreed to cooperate with a transition if the Board decides to bring law enforcement services in-house. A dedicated Implementation Project Management Team should be assigned to oversee this effort, and ensure that tasks are completed, processes are documented, and operational needs are met. This team should consist of project management facilitators with law enforcement and security expertise, as well as social services experts and change management experts to help lead the tasks, implement new processes, and support overall transition management. The Implementation Plan will include

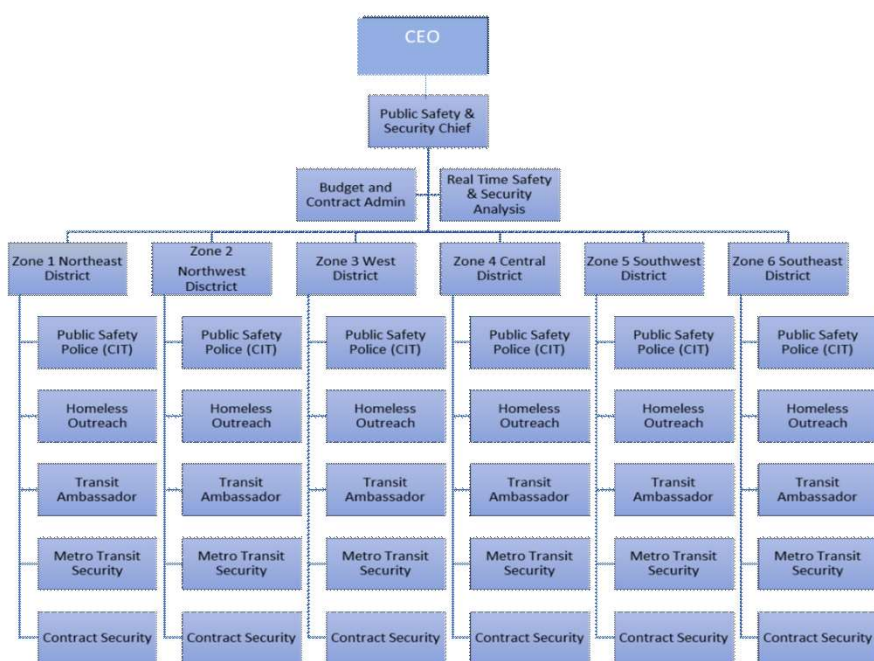
recommendations regarding the proposed composition of an Implementation Project Management Team.

### Functional Organizational Chart

The TCPSD operational framework is being designed to encompass a multifaceted approach anchored in proactive community engagement, prevention, risk mitigation, and robust response mechanisms. Central to this framework is establishing a clear organizational structure, ensuring that the TCPSD operates efficiently and transparently, developing a comprehensive strategic plan, and ensuring all efforts are in alignment with Metro's safety objectives. The implementation plan will include a detailed operational framework.

The chart below reflects the functions that have been identified within the recommended TCPSD organizational structure. This is a depiction of the functional relationships between the Metro ecosystem to include a coordinated approach for staff that will be deployed to dedicated zones based on the six geographical areas within Metro.

Care-based strategies (ambassadors and homeless outreach) will have a matrix operational function reporting to the Public Safety and Security Chief who will directly report to the CEO.



Enhanced training for TCSP officers, coupled with the zone deployment strategy, helps to support the goal of creating close working relationships and collaboration with partners that can offer resources to persons in need of mental health and medical treatment, housing placement, substance abuse assistance, and other social services.

- As TCSPD officers conduct patrols in their designated zones, they will engage with customers and identify persons who may need assistance. Officers will visually assess whether a person may be unhoused or be experiencing a mental health crisis, substance abuse, or other emergent needs. TCSPD officers will engage with these individuals to identify the appropriate resources needed for referral and further assistance.
- TCSPD will patrol their zones with the goal of ensuring that no person in need of care is bypassed or ignored, and the care-based strategy for METRO will be shared with all.
- To ensure that the effectiveness of the zone deployment model is maximized, officers will attend morning briefings to collaborate with ecosystem members, discussing hot spots, emerging trends, and other key issues.
- Deployments will be made with intentional plans to address transit community needs. Officers will have focused and detailed deployment strategies while working to prevent future incidents.
- At the end of their shifts, they will participate in debriefs and pass along shift notes to oncoming personnel to ensure the proper and effective transfer of information is shared. It is important to note TCSPD officers will be empowered to take ownership of their assigned zones and actively engage through a focused, care-based approach.

### ***Recruitment and Hiring Strategy***

Ensuring a seamless transition to the proposed TCPSD requires strategic hiring. Critical to this effort is Metro's Talent Management Department. Together with consultants specializing in law enforcement and care-based recruitment, a dedicated Talent Management team will be formed with the immediate focus on recruitment, hiring, and onboarding for the new Department. The Implementation Plan will provide details on the human resource needs, outlining the anticipated personnel requirements and associated hiring timelines. Metro anticipates that the positions in the new department will be represented by labor unions.

The initial recruitment phase will target executive and support roles, ensuring that the job descriptions encapsulate Metro's customer-centric safety vision. The pivotal first hire will be the Chief, who must be POST-certified. This leadership position will set the stage for subsequent efforts to recruit officers. Metro intends to use a recruiter who specializes in Public Safety leadership positions.

Engaging Metro's customers and employees in the recruitment of a new Chief is vital to ensure the selection resonates with the transit community's expectations. The recruitment process will be widely publicized across multiple channels, ensuring broad awareness and participation. This would include various communication platforms such as local media, social media, and community meetings, focusing on transparency and inclusiveness. Recognizing that some community groups are often underrepresented, targeted outreach efforts will be included to ensure all voices are heard. These groups may include people of color, non-English speakers, and riders of all economic levels. Metro will host an event such as "Meet the Candidates" that will help foster direct interactions between the transit community and candidates. The CEO will incorporate this feedback into the final hiring decision.

Metro will use a strategic and focused campaign to identify TCPS officers who are specifically interested in working in a transit environment. These recruits will understand that Metro is a

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specialized public safety environment and, given the appropriate incentives, will want to be a part of the TCPSP. Future candidates sought will be selected based on their desire to perform policing duties that are rooted in a care-based approach to helping Metro stakeholders stay safe.

Metro is aware that the law enforcement profession is in a recruitment crisis, which has resulted in law enforcement agencies competing to attract, recruit, and retain personnel from the same small pool of potential police candidates. This may not be a barrier to Metro's ability to stand up its own TCPSP. During the research on transit recruiting, agencies nationwide have not reported challenges with finding recruits. The NY MTA, for example, recently had over 11,000 transit police applicants and has hired over 300 new officers over the past two calendar years. During the past three years, NY MTA has recruited and hired over 500 new officers. Furthermore, even mid-sized transit agencies such as Houston Metro and Greater Cleveland are at full staff.

Each job role will be developed to reflect Metro's community-oriented law enforcement philosophy, setting clear qualifications and expectations related to these positions. The onboarding of new hires will be thorough, with processes ranging from comprehensive background checks and written exams to physical standards testing and psychological and medical exams. In addition, a field officer training program will be developed to facilitate alignment with Metro's Public Safety Mission and Values Statements and ensure compliance with public safety certification requirements.

A field officer training program must also be developed to facilitate operational alignment with Metro's Public Safety Mission and Vision and ensure compliance with public safety certification requirements. Administrative processes for processing a large number of applications should be established. In addition, the Implementation Plan should set specific hiring goals and training protocols, which could be measured on a quarterly basis. Staff will collaborate with training academies and educational institutions to develop courses and training modules specific to transit policing, ensuring a pipeline of well-trained recruits. Adaptive testing and selection processes will not only evaluate the candidate's current capabilities, but also their potential to adapt and grow within the role, including scenario-based assessments and interviews. These strategies will be adapted to the local context and specific needs of the Metro system. The goal is to build a TCPSP that is capable of dealing effectively with the spectrum of situations that occur within the public transportation system while maintaining high levels of public trust and safety.

The Implementation Plan will also include job descriptions for the first group of hires, which is described above. The job descriptions will clearly articulate the community focused approach to law enforcement and articulate qualifications and expectations related to the positions. Regarding compensation levels, the team interviewed representatives from Metro's Human Capital and Development division in July and August 2023, and confirmed that the Division would be able to engage a compensation consultant team, upon approval of the Implementation Plan, which would provide recommendations on:

- Job Specifications
- Internal/External Marketing Resources
- Market Analysis for Compensation
- Salary Structure



- Labor Relations (Union engagement)
- Timeline for Recruitment Efforts

### Zone Deployment Strategy

The primary objective of transit police departments across the country is **engaged visibility** which allows officers to proactively engage and build relationships with the riding community, while still being able to respond to calls for service as needed. The purpose of engaged visibility is to foster trust, promote positive law enforcement relationships with Metro riders, and enhance the effectiveness of law enforcement efforts. By being present and involved on the system, officers can gain a better understanding of riders' concerns, build rapport, and establish open lines of communication. This can lead to collaboration, support, and effective crime prevention and problem-solving initiatives. Moreover, it allows officers to establish deep relationships with Metro's frontline employees and contractors. This promotes active collaboration to enhance their safety and provides them with additional support, information, or resources to strengthen the partnership between the police and employees. It might include collaborating on crime prevention initiatives, sharing information about potential threats, or involving frontline employees in community safety and policing efforts.

### Deployment Components

To achieve engaged visibility, the Team proposes a daily zone patrol deployment strategy that aligns with and compliments Metro's multi-layered ecosystem. Consisting of ambassadors, homeless outreach teams, transit security officers, contract security officers, mental health clinicians, and in-house law enforcement personnel to be deployed in directed patrol functions through participation using a human-centric and care-based function to address quality-of-life issues throughout the system proactively.

**Permanent Patrols:** A variety of data to include customer complaints, Transit Watch app reports, rider and employee surveys, ridership information, and other resources will be reviewed regularly to identify priority areas consistent with the Bias-Free Policing and Public Safety Analytics policies. Data will also be used to identify which bus and train lines are most populated based on daily commuters' peak usage times and large events, and highly-used lines for activities such as school, business, and airport travel. Customer survey data will also be used to drive deployments to where customers are requesting a more visible presence.

**Train Patrols and Bus Patrols:** Personnel will be deployed to ride trains, conduct foot patrols on platforms, greet customers, communicate with LA Metro staff, and ensure quality of life issues are addressed. These units will coordinate with officers and other members of Metro's multi-layered public safety ecosystem who are deployed to permanent patrol locations to address any issues that arise and assist as back up units when needed.

**Quick Response Teams:** Mobile response teams will serve as assistants and transport teams to take arrestees into custody where needed. They will also provide assistance to assist passengers and staff in emergency situations. These teams will ensure that there are no gaps in coverage and will supplement patrol efforts by being available to offer coverage when field units require additional support and provide relief for personnel needs.

A more detailed summary of proposed patrol operations, and a conceptual deployment map with specific recommended processes to operationalize deployment will be included in the Implementation

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Plan.

***Utilization of Technology Best Practices***

In addition to creating more accountability over optimizing personnel in the most effective roles on the system, the establishment of the new Department will provide an opportunity to incorporate contemporary advances in public safety technology to deter and reduce crime on the system. Technology can play a crucial role in transitioning deployment from a reactive and response-based approach to one that is proactive and preventative. In public safety, emerging technologies can analyze data, determine trends, and issue alerts. The Team is vetting the following opportunities for consistency with Metro's Bias-Free and Public Safety Analytics policies, for potential inclusion in the Implementation Plan.

**Enhanced Monitoring Capabilities:** Video content analysis software can improve situational awareness, so that security personnel can proactively monitor and preventatively intervene as events are unfolding. For example, *people counting alerts* enable operators to configure the system to send real-time alerts to security personnel when a predefined threshold of people in a certain area is exceeded. Another monitoring enhancement may include fixed and mobile smart robotic equipment to supplement security personnel in remote or defined areas of the system reducing the need for fixed-post uniformed personnel.

**Unmanned Aerial Systems (UAS) AKA Drones:** The inclusion of the use of Unmanned Aerial Systems (UAS), also known as "drones," will serve to improve transportation safety and efficiency. The use of aerial systems leverages emerging technology to facilitate right-of-way inspections and assist in other areas of operations, including construction, engineering, IT, maintenance, and public safety. During emergencies, drones are a cost-effective, versatile security tool that can be deployed to remote locations to support search and rescue operations and provide live monitoring of developing conditions or events.

**Computer-Aided Dispatching (CAD):** This software technology will provide an interactive, real-time map display for call handling, dispatching, unit location, and routing to optimize resource allocation. Precision in dispatching can lead to cost savings through efficiencies in the deployment of personnel, quicker remediation of conditions, and avoidance of unnecessary system service interruptions. CAD facilitates real-time engagement with partner agencies providing a common operating picture that leads to collaboration through a centralized dispatch of all components of Metro's public safety ecosystem at the new centralized Emergency & Security Operations Center .

***Establishing Interagency Agreements for Mutual Aid and Cooperation with Other Law Enforcement Agencies***

California's Mutual Aid Law clearly outlines responsibilities for mutual aid. Surrounding law enforcement agencies are required to respond to local emergencies and calls for service, and response agencies are required to assist at the direction of the requesting agency's Chief of Police. When mutual aid is requested, support must be sustained for the duration of the event or incident. Conversely, the new TCSPD must be prepared to offer other equivalent assistance to other agencies. The Implementation Plan will provide a roadmap and timeframe for establishing Mutual Aid agreements and ensuring compliance with State law.

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Beyond Mutual Aid obligations, the Implementation Plan will provide additional detail regarding desirable collaboration with other law enforcement agencies and the Los Angeles County Police Chiefs Association in the form of Memorandums of Understanding to govern emergency response, specialized services, cooperative training (tabletop and full-scale exercises), and to establish informative practices and Standard Operating Procedures (Attachment C).

There are specialized functional areas that TCPSPD will explore for interagency collaboration agreements where mission critical functions would need to be performed from the inception of the agency. TCPSPD will explore interagency agreements for criminal investigations, tactical response units, processing and detention of individuals, and other specialized areas that Metro would not be able to perform initially. Sustainment of these types of functions throughout the implementation period is essential for a seamless deployment.

### **Community Engagement**

The development of a comprehensive community engagement plan is pivotal for the successful implementation of the TCPSPD. A well-structured and multi-faceted approach is essential. Integral to this process will be hosting a series of community engagement events, encompassing community meetings, telephone town halls, and focus groups. These events foster transparent communication, offering the community an opportunity to express their concerns, ideas, and expectations from the new TCPSPD.

Recently, the Customer Experience (CX) department, in collaboration with the Metro Public Safety Advisory Committee (PSAC), organized a community listening session on the evening of September 27, 2023. A virtual option was also offered for those who could not attend in person. In addition to the listening session, CX has been proactive in collecting feedback, and distributing feedback postcards at various pop-up events across LA County. These postcards enable the public to provide feedback in person or digitally via a QR code. CX will analyze the feedback and provide recommendations for an ongoing Community Engagement Plan as part of the Implementation Plan.

At the listening session, a majority of attendees spoke in support of the exploration of an in-house TCSD with recommendations including education and training, a citizen oversight committee as an accountability component, and authority to enforce Metro's Code of Conduct. A small minority of attendees commented that uniformed personnel would be intimidating and instead Metro should seek more care-based solutions and less sworn officer strategies.

As a result of the community listening session, PSAC requested at their November meeting, and the CEO approved developing ad hoc committees to provide formal feedback on the in-house TCSD.

Such feedback is invaluable, allowing Metro to better align a TCSPD with community needs. Metro will implement periodic surveys and listening sessions, ensuring the community's concerns and feedback are continuously integrated into the Departments safety strategies. Moreover, the feedback will help to assess the department's impact and effectiveness. These ongoing community engagements will ensure Metro remains responsive and attuned to the community's safety needs.

### **Civilian Oversight**

Oversight committees aim to strengthen the relationship between the public and law enforcement.

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They also help hold law enforcement officers accountable for misconduct through punitive actions. Without accountability to the public, some civilians may feel the police can engage in misconduct without consequences. Three transit agencies have a Civilian Oversight Committee in conjunction with their in-house transit police department.

The concept of a COC is still relatively new to transportation authorities that rely in full or in part on contracted police services. However, the National Association for Civilian Oversight of Law Enforcement (NACOLE) identifies many jurisdictions across the nation with police oversight, which includes major cities and various transit authorities.

In search of best practices among transit agencies, the team identified three transit agencies with in-house Police Departments for comparison: the Greater Cleveland RTA (GCTRA), the Washington Metropolitan Area Transit Authority (WMATA), and The Bay Area Rapid Transit Authority (BART). The civilian oversight entities' names and functions vary among these agencies. WMATA has established an Investigative Review Panel. BART has a Police Citizen Review Board (BPCRB), and Greater Cleveland has the Civilian Oversight Committee (COC). Key structure elements were reviewed, such as committee titles, terms of service, size of committees, frequency of meetings, committee selection/make-up, committee structure (committee leaders, facilitators), committee direct report, key objectives, and compensation.

This analysis revealed that each committee had a different focus, purpose and structure. Some agencies focused on the integrity of police investigations, complaints of excessive force by officers, the adequacy of training, or opportunities for robust community engagement, while others provided ongoing analysis and oversight of their respective law enforcement department's policies, practices, and procedures. However, it was clear that each agency's purpose for establishing a community-based committee was to assure the public that police services were delivered lawful and nondiscriminatory and to improve transparency, accountability, trust, and respect between the police department and the communities it serves.

Each agency also varied regarding terms of service from 2-3 years; however, all agencies had a staggered service term requirement to maintain continuity. Each agency also had its own method of selecting members to serve on their committees/commissions, ranging from appointments by elected officials to an application process based on criteria outlined in the agency charter. The number of members broadly ranged from 7 to 11 members. The organizational structure of most of the agencies was an elected Chair and Co-Chair, appointed by the committee members to serve for designated terms. Finally, the amount and forms of compensation varied from voluntary, no compensation to \$1,800 annually. All agencies provided complimentary transit passes for committee members to use while attending meetings.

### **Fiscal Implications of the New Department**

The total contract value for the multi-agency law enforcement services contract awarded to LBPd, LAPD, and LASD in 2017 is \$1,110,563,642 for the seven-year contract period ending on June 30, 2024. The recent procurement yielded significantly higher bids valued at \$1,482,242,081 for a 5-year period (FY24 - FY29). The key drivers of the higher bids are outpaced inflation estimates with anticipated future increases as negotiated by each agency's internal Labor Union (no capped amounts); coverage needed for the continued expansion of the Metro service area (i.e. new rail

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lines); and the addition of the Beverly Hills Police Department to the multi-agency law enforcement model.

As part of the development of the Implementation Plan, Metro is engaging in the services of a consultant specializing in Local Government Policing Services with an understanding of the financial foundation of a police department, including budget allocation, start-up costs, operational costs, and capital investment. The Sheriff has raised concerns about specific cost assumptions in the Feasibility Study. The review will address the concerns raised by the Sheriff, as well as evaluate the financial assumptions of the implementation plan under development. The results of the third-party review will be included in the final implementation plan.

### **EQUITY PLATFORM**

Metro recognizes that relationships between law enforcement and people of color have been strained due to unjust actions such as racial profiling, and a disproportionate number of incidents, tickets and arrests being issued to people of color. An in-house Public Safety Department could potentially give the agency the authority to implement safeguards, oversight, and training of officers in a way that the treatment of all riders with dignity and respect, in accordance with the Board approved Bias-Free Policing policy. Furthermore, an in-house Public Safety Department would allow for a transit policing style of engaged visibility where officers are more visible across the system, thus increasing the feeling of safety for riders and employees.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommendation supports strategic plan goal 2.1 of committing to improving security. Metro will continue to utilize a multi-layered safety model to achieve this goal.

### **NEXT STEPS**

The final Implementation Plan that will be presented to the Board will include several critical elements. The Plan will provide a clear vision for the TCPD through identified department goals and objectives, and an operational framework, which will include procedures for daily activities. The organizational structure of the TCPD will be outlined, including strategies for recruitment, a comprehensive staffing approach, and an officer training plan tailored to meet the complexities of safety and security issues on transit. Policy development will also be covered, ensuring the operations adhere to best practices for a service-oriented, and community-centric safety approach. Community engagement is integral to Metro's approach, promoting transparency and connecting with riders to enhance trust is key, the plan will include a robust community engagement plan. Budget and Resource Allocation will be addressed through a detailed analysis addressing fiscal responsibility and effective allocation of resources. The plan will lay out the framework for Mutual Aid and Interagency Agreements, which are critical for fostering collaborative and supportive relationships with neighboring law enforcement agencies. The plan will also include a phased implementation timeline for each of the plan elements.

### **ATTACHMENTS**

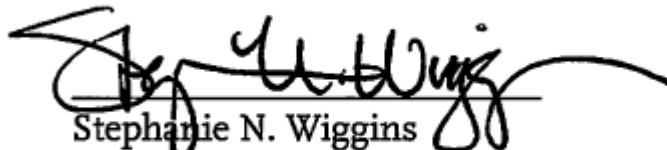
Attachment A - Board Motion 21.1

Attachment B - Metro's Public Safety Mission and Values Statements

Attachment C - California Response Requirements for Law Enforcement Agencies

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## Board Report

File #: 2023-0324, File Type: Motion / Motion Response

Agenda Number: 21.1.

### EXECUTIVE MANAGEMENT COMMITTEE OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JUNE 15, 2023

#### Motion by:

#### DIRECTORS NAJARIAN, SANDOVAL, BUTTS, BARGER, AND BASS

#### In-House Public Safety Implementation Plan Motion

Prior to 1996, the RTD, and later the LACMTA, had in-house police directly supervised by transit professionals sensitive to, and immersed in, transit culture. Other police agencies have not had that immersion. Because many of the RTD and MTA transit police were former bus operators and supervisors, they had a superior understanding of how the system works and could better aid passengers in emergencies or major service interruptions. The transit police worked closely with graffiti and vandalism programs. They participated in agency events, such as the bus and rail rodeos; they were part of the school outreach programs. They were invested in RTD and MTA in ways that outside policing is not. We also had in-house crime analysts on staff so there was one source and one definition for crime stats, collection and examination of evidence, etc. In-house public safety seemed to be more streamlined and reliable in comparison to after 1996.

With in-house public safety, we will be able to provide a cost-effective solution to aid and protect our ridership.

#### SUBJECT: IN-HOUSE PUBLIC SAFETY IMPLEMENTATION PLAN MOTION

#### RECOMMENDATION

APPROVE Motion by Directors Najarian, Sandoval, Butts, Barger, and Bass that the Board direct the CEO to prepare a comprehensive implementation plan for Board consideration to bring public safety in-house and present the plan to the Board in January 2024. The implementation plan should reflect Metro's commitment to building a new culture of public safety centered on a robust multi-layered approach.

#### SOLIS AMENDMENT:

- A. The comprehensive implementation plan for Board consideration shall include, but not be limited to, the bulleted list of next steps set forth in the Board File #: 2023-0286.
- B. Report back at the November 2023 Board meeting with a progress report.

**HORVATH AMENDMENT:**

WE THEREFORE MOVE that the Metro Board direct the Chief Executive Officer to include in the in-house public safety department implementation plan, discussion of:

- A. The anticipated performance-level of the “standard” and “enhanced” deployment models presented in the previously referenced feasibility study, in terms of system-wide coverage and the provision of a visible security and/or customer service presence.
- B. Best practices for system-wide coverage and deployment of law enforcement and non-law enforcement personnel from transit agencies nationally and internationally.
- C. Resources required to deploy a “best practices” model.
- D. Additional improvements in security technology, system hardening, interoperable communications, and deployment strategies currently underway or being contemplated for an in-house public safety department that may off-set the number of SSLE personnel required to effectively staff the system.





## Board Report

**File #:** 2021-0731, **File Type:** Informational Report

**Agenda Number:** 23.

### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE NOVEMBER 18, 2021

**SUBJECT: PUBLIC SAFETY MISSION AND VALUE STATEMENTS**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

ADOPT the Public Safety Mission and Value Statements (Attachment A).

#### **ISSUE**

As part of the Board's directive to develop a community-based approach to public safety on the transit system, the Public Safety Advisory Committee (PSAC), in consultation with Metro staff, has developed a mission and values statement to guide the approach to reimagining public safety.

#### **BACKGROUND**

At its June 2020 meeting, the Board of Directors approved motions 37 and 37.1 for Metro staff to form an advisory committee and, in partnership, develop a community-based approach to public safety. As part of Motion 37.1, (Attachment B) PSAC was tasked with creating a mission and values statement for transit policing.

#### **DISCUSSION**

In its August general meeting, PSAC began to brainstorm the topic of a mission and values statement. To aid in this discussion, Metro staff provided PSAC with the following current mission and vision statements:

Mission Statement: "To expertly provide superior security services marked by total enterprise security awareness, regional collaboration, advance training and exercise initiatives, embracing security technologies and intelligence to prepare for tomorrow's transit environment."

Vision Statement: "SSLE will continuously strive to meet 21st century professional standards for system security and law enforcement, maximizing the customer experience for all passengers, and supporting an internal and external culture of accountability, performance excellence and readiness to respond to and recover from all hazards to Metro."

In the September PSAC meetings, members continued their discussion around developing a draft mission and values statement. A Google form was created and shared during the meetings to allow the general public to provide feedback to enhance public input on this item. The form was also made

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available on the PSAC website, advertised through Metro's social media accounts, and email notifications were sent to Metro's community networks. The form was opened from August 27<sup>th</sup> through September 20<sup>th</sup>, and the feedback received was provided to PSAC to aid in formalizing the mission and values statement. An initial draft of the potential mission and values statements was presented at the September 22<sup>nd</sup> general meeting.

#### *Public Form Feedback*

The form received sixty-four (64) public responses (Attachment C) and were grouped into the following categories:

- *Passenger Safety* (29%) - Comments relate to how safe the passenger feels on the Metro system and improving safety overall
- *Diversity & Inclusivity* (10%) - Comments relate to how Metro can better embrace diversity and be inclusive of everyone in the community
- *Law Enforcement & Security* (10%) - Comments relate to the presence of law enforcement and security on Metro
- *Accountability* (10%) - Comments relate to increasing accountability between the agency and public
- *Community* (6%) - Comments relate to improving the relationship Metro has with the community
- *Shifting Away from Law Enforcement* (6%) - Comments focus on reducing law enforcement involvement in Metro's public safety, and
- *Public Health* (6%) - Comments relate to public health protocols.

On November 3<sup>rd</sup>, the PSAC body voted to approve a modified version of the public safety mission and values statement. The vote was 14 "yes," 0 "no," and 0 "abstain." (Attachment D)

#### *Metro Staff Response*

A mission and value statements are important to provide strategic direction in setting priorities, allocating resources, and ensuring that everyone involved in public safety is working towards common goals. Staff recommends approval of the mission and value statements to provide the foundational step of advancing a reimagined approach to public safety.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This recommendation aligns with goal 2.1 -- Metro is committed to improving security, and goal 3.3 -- Metro is committed to genuine public and community engagement to achieve better mobility outcomes for the people of LA County.

### **EQUITY PLATFORM**

The Google form shared during the meetings via chat and posted on the website for feedback allowed the public to weigh in on the principles that will guide the committee. Providing feedback using different methods and extending the submission deadline allowed Metro to reach more people at different times of the day and month.

The mission and values statement approved by the PSAC body is a core step in adopting a new framework for public safety on the Metro system. Using terminology such as *compassion*, *diversity*,

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and *accountability*, helps put the rider first and acknowledges that safety is not one-size-fits-all.

### **NEXT STEPS**

The mission and values statement put forward by the PSAC serve as a blueprint for how Metro will launch new public safety initiatives and improve existing programs.

### **ATTACHMENTS**

Attachment A - PSAC Mission and Values

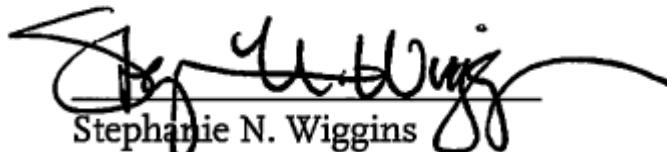
Attachment B - Motion 37.1

Attachment C - Public Responses to the Google Form for Mission & Values

Attachment D - PSAC November 3<sup>rd</sup> Meeting Votes

Prepared by: Imelda Hernandez, Manager, Transportation Planning, System Security and Law Enforcement, (213) 922-4848

Reviewed by: Judy Gerhardt, Chief System Security and Law Enforcement Officer, (213) 922-2711



Stephanie N. Wiggins  
Chief Executive Officer

# **PUBLIC SAFETY ADVISORY COMMITTEE**

## **Metro Public Safety Mission And Values Statements**

### **Mission Statement:**

Metro safeguards the transit community by taking a holistic, equitable, and welcoming approach to public safety. Metro recognizes that each individual is entitled to a safe, dignified, and human experience.

### **Value Statements:**

#### **Implementing a Human-Centered Approach**

Metro commits to pursuing a human-centered approach to public safety. This means working in partnership with historically neglected communities to build trust, identify needs, and create alternatives to traditional law enforcement models.

#### **Emphasizing Compassion and a Culture of Care**

Metro commits to treating all transit riders, employees, and community members with dignity and respect. The key pillars of our approach to public safety are compassion, kindness, dependability, and fair treatment for all.

#### **Recognizing Diversity**

Metro commits to recognizing and respecting the wide range of people and communities we serve. Metro will work with transit riders, community members, families, neighborhoods, and historically underserved groups to identify needs and tailor public safety approaches.

#### **Acknowledging Context**

Metro understands that neglected communities have disproportionately endured the negative effects of systemic inequalities. Historically, institutions have excluded these same groups from decision-making. Metro's approach to public safety recognizes this context and seeks reparative models to minimize harm and promote inclusion.

#### **Committing to Openness and Accountability**

Metro's commitment to public safety recognizes that the agency must operate with the highest ethical standards, prioritize transparency, and rely on community-defined accountability measures.



Metro

Los Angeles County  
Metropolitan Transportation  
Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA

## Board Report

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**File #:** 2020-0445, **File Type:** Motion / Motion Response

**Agenda Number:** 37.1.

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### REGULAR BOARD MEETING JUNE 25, 2020

**Amending Motion by:**

**DIRECTOR FASANA AND BUTTS**

Related to Item 37: A Community Safety Approach to System Security and  
Law Enforcement

**SUBJECT: A COMMUNITY SAFETY APPROACH TO SYSTEM SECURITY AND LAW  
ENFORCEMENT**

#### **RECOMMENDATION**

APPROVE Amending Motion by Directors Fasana and Butts that the Board direct the Chief Executive Officer to:

- B. In partnership with the Advisory Committee, Office of Civil Rights, Executive Officer for Equity & Race, and Executive Officer for Customer Experience, develop a community-based approach to public safety on the transit system, including but not limited to:

8. **Fasana Amendment:** Add the Customer Code of Conduct to the committee's purview.

9. **Butts Amendment:** Task the committee with developing a mission and values statement for transit policing.

Public Responses to the Google Form for Mission & Values

Question #1: What do you like about the Metro’s System Safety & Law Enforcement (SSLE) vision and mission statement?	Question #2: What is missing from SSLE's vision and mission?	Question #3: Do these statements include words, phrases, or concepts that you like? Share them below.	Question #4: After looking at these statements, what do you think Metro’s public safety mission and values statement should emphasize?	Share your response to a committee member's question/comment. If possible, please indicate the question/comment you are responding to.
Vision: Internal and external culture of accountability, and customer experience for all passengers, although I have serious concerns about whether or not this has been implemented; Mission: I don't really think the Mission is that exemplary.	A comprehensive message of strategies and resources are needed in order to create a safe and welcoming environment that minimizes and reduces law enforcement contact; a sense that Metro's public safety incorporates and address racial and economic disparities in criminalization, profiling, and harassments.	Trust, confidence, integrity, respect, Diversity: To respect individual differences as a source of our strength, Professionalism: To always conduct ourselves in a manner that merits respect and confidence, building trust through community partnerships, compassion	Trust, respect, integrity, respecting diversity, compassion, community partnerships	Recognizing that there needs to be a multi-prong approach to safety that involves the community
maximizing customer service and accountability	providing non-security services			
				The Mission and Values should ensure that communities most impacted by Metro’s harmful policing and security practices are centered and their dignity prioritized including Black transit users, unhoused folks, poor people, disabled people, and those with mental health and substance abuse challenges. There should also be a conversation to ensure continued community accountability and oversight to ensure Metro lives into these values.
“Maximizing the customer experience for all passengers”	<p>The inclusion of “SSLE” and/or lack of inquiry into the acronym/name stops the vision and mission before it begins.</p> <p>Are any of the Metro employees within the department active law enforcement? If so, how many? If not, is it appropriate to have “law enforcement” in the department title? Do any other Metro departments call out contracts in their department title? Does the department title imply a forgone conclusion that the law enforcement contracts will be awarded by Metro no matter what? For transit agency departments that are not law enforcement, is it typical to have “law enforcement (or police)” in their title? Is it typical for a transit agency of this size (population &amp; geography) to not have its own transit police force? If not, are there alternative motives as to why Metro does not have its own and continues its reliance on costly external law enforcement contracts?</p>			
				The question this evening asking whether the board would accept a recommendation to discontinue the law enforcement contract(s) was 100% the right question to ask. Elimination of law enforcement is a fantasy, but there’s unquestionably a much more cost-effective (and effective) model to be had. Keep going - the people deserve it.
Neee to strive to exceed standards vs meeting them. Integrating therapeutic options for helping to increase safety is important.	Foresight to proactively mitigate safety risks beforehand (sounds fairly reactive as-is).	No I think this is a unique transformation and should have unique statements as well.	Community inclusiveness, utilizing the least restrictive approach first when interacting with the public and making a difference in the community rather than only maintaining safety.	
I like it but will it be upheld and enforced because right now as a passenger, on public transportation, 5 days a week now, less during the beginning of the pandemic, I haven't seen anything enforced. Right now, I've observed passengers having to taking situations into their own hands.	What does Metro considered haphazard? Because I've noticed passengers calling about incidents on the trains and nothing seems to happen at all if anything or too late.	I believe public transportation is trying to say what they think people what to hear to feel safe and confident about taking public transportation but I'm here to tell you, as a frequent rider, its full of holes.	The truth, first off. Make hard working passengers' needs a priority. They need to put these passengers' minds at ease while taking public transportation. I have anxiety everyday I have to take public transportation to work and home. Metro still has a lot of problems to deal with and work out. I would never recommend taking public transportation to anyone if they have an option to drive and don't mind.	
			I think the vision doesnt really sound like a vision. A vision statement should articulate the north star, the end goal for a team. I think SSLE should ensure that all passengers and people experiencing the Metro system feel safe and welcomed aboard and should experience all Metro staff and all contract employees as a welcoming ambassador of the system.	
It does not actually seem to work as stated.	There seems to be no cohesiveness in the way security on the Metro system.	No.	To emphasize the safety and security of all Metro passengers.	

I DON'T!	True Law Enforcement! Actual use of police for situations on the Metro System.		# 1. Law enforcement, along with people able, and willing to work with law enforcement to help defuse volital situations like crises counselors.	
Nothing. Vision, mission and Value statements are outdated and ineffective.	No one pays any attention to these types of statements. They are unnecessary.	no	They should be eliminated. spend the money on cleaning and hiring people who not so lazy.	
It is a comprehensive statement for a complicated mission.	I would add the phrase "to protect our passengers" to the mission statement.	I like the phrase "regional collaboration." We need assistance from other partners (law enforcement, fire, local cities and towns.	They should emphasize protecting the passengers and the public.	
Vision: maximizing the customer experience for all passengers, and supporting an internal and external culture of accountability, performance excellence and readiness to respond, Mission: Too wordy and convoluted	Measurable outcomes and hot topics. Needs to have language regarding meeting ridership and employee needs for safety and engagement.			
It's too long; be straight with your message.	Is there added value to the agency and the public?	To protect and serve the railway environment and its community, keeping levels of disruption, crime and the fear of crime as low as possible.	Value to the agency and its stakeholders and actual training for the officers, not web-based for the security officers. They need help dealing with people in need and violating offenders entering the system.	
At least you have a mission statement	"Respond & Recover from all hazards" seems to imply NOTHING will be done to address the very real issues around METro security ALL THE TIME. Like why are there no actual turnstiles to gate traffic. Right now any homeless person can ride the metro for free and there is no deterrent for or gate for slowing people coming through turnstiles because there aren't really any to speak of. Basically, when you don't need a ticket to ride anyone can ride and there are some shady characters using the metro as their personal free transpo. I have literally never had my ticket checked in all the times I have ridden.	This mission & Value statement is better than the first one. At least it addresses the day-to-day usage and safety	Daily safety. We need to know that when we ride the metro we aren't going to see a grown man sleeping at the entrance buck naked and then when we get on the metro be accompanied by 5-6 other homeless people in the same car who clearly didn't have a ticket and who have not showered in months. This actually happened and it leaves a bad taste in your mouth in terms of adapting the Metro as a viable solution. All of my feedback is for the Trains and not any buses.	
Security is centered as an important goal	No reference to safety of all passengers. No reference to inclusion and access for all patrons, including those with different abilities--that is a safety issue! Furthermore, given the facts around endemic racism in law enforcement, there is no reference to making sure that patrons of ALL ETHNICITIES feel safe using Metro, and that Metro strives to create a secure and safe environment for all and strives that in meeting its goals of security and enforcing the law, policies, processes and procedures will embrace the value of antiracism. Metro needs to have a vision and mission statement that includes uplifting inclusion, access and antiracism.	Multiple references to community (and/or community partnerships) with a few glaring outliers (BART and Dallas). Respect for patrons also mentioned several times.	Please see my response to Question 2 below. You can look at the examples from other cities to see how they are at least trying to voice the value of ALL community members. References to community partnerships, authenticity and respect say to me these other cities are really thinking about the conversations arising out of the country-wide civil unrest after the murder of George Floyd and others by law enforcement agencies.	
I don't like what's offered. It is confusing and not helpful to a unfamiliar company like me.	More hands on and reach out to small business like us if you really are there to help small minority business like us.	yes but I don't see it carry out by your firm.	more out reach and hands assistance on for unfamiliar lbe and minority firm.	
Mission Statement very concise (as it should be). SSLE vision can be less concise but all inclusive; I like "professional standards"; "for all passengers"; "accountability"; "performance excellence" being stressed.	Nothing that I can think of at present.	Some are more precise. Vision and Mission statements are, by their very nature, concise conclusionary statements. The evidence-based facts supporting these conclusions are annotated to supporting statements & documents. Compare this to an Army 5 paragraph field order. The mission statement is brief, concise, and conclusionary so that everyone immediately understands what the mission is. The "how" is explained, in detail, in supporting annexes.	I like your statements in the present form. Add the "how" in supporting paragraphs.	
With all due respect, I find it meaningless in terms of passenger safety, well meaning as it may be	Practicality. How are you going to provide excellent superior services...etc...When a disturbed person enters the bus refusing to mask up, yelling loudly that it is his mission from god to kill everyone, he ignores the bus driver, another patron starts yelling at him...what is the solution? (yes that was a recent experience on the 217.)	For me, no. I don't see what is changing. I think people are doing their best, and usually things are fine. But these statements don't change any realities. There are no bus riders who now feel unsafe who will feel better after reading a mission statement.	Are there concrete practical changes that can actually help the driver and passengers during difficult situations? We can't really monitor passengers and stop dangerous behavior. How about: Is there any way that bus stop sidewalks, especially those with benches can be cleaned more often? I feel unsafe at some stops due to sheer filth.	
	We need to be focused on increasing ridership substantially to deal with climate change. To that end, we MUST strive to make public transportation safe, secure and comfortable for members of ALL socio-economic classes including higher class people who can easily opt for other modes of transportation.	Expanding service and ridership MUST be core goal of ALL departments of Metro.	Expansion of service and increasing ridership	
A bit too wordy, should be more concise.	Keeping passengers safe from criminals and pathogens.		Focus on problems with challenging people that discourage ridership. On some routes bodily substances are encountered.	
It sounds vague and I'll defined. It sounds more theoretical than practical.	How will Metro implement this in real life?	Ethics, Accountability, Transparency, and Honesty.	Cleanliness and Security; to Protect and to Serve. We have to keep our Metro Buses and Trains clean and secure for every passenger.	
You're addressing the issue.	A human element, a guard needs to be on board the train since violence escalates quickly.	accountability	You need a guard on board. period.	

Sounds jargony. It doesn't hold up very well when you break it down into simpler words. Regular people should be able to understand your mission.	Clarity	The British ones are good. Integrity and respect: Acting with honesty and authenticity, demonstrating respect and understanding. Common sense: Taking a sensible and practical approach and challenging bureaucracy.	Metro works to meet the highest level of today's safety and law enforcement standards to give all riders the best possible transportation experience through accountability, authentic customer service, and responsiveness to people's needs.  Metro provides the community with safe, reliable and accessible transportation to help people get to work, back home, and everywhere in between.	
I like that the black shirts and LA police are always visible in trains. But I don't see them on the buses. I would like to see them on the buses.	What you're missing is that the transit Security name needs to be changed to more approachable title like transit safety or public safety. These two title have an inviting title. Security is old and has a negative connotation during this time. We would like to see a more approachable name. Police and Security is more of a aggressive title.	As I saw in the missions statements, all of them say metro police. I would like metro to reconsider the naming of the transit security to such name as the committee has Public safety.. it is a group of people who are able to make the public safe in the trains and buses.	Public safe and not security	
I like the emphasis on using technologies and intelligence to see accountability and professional standards in Metro's public transit.	accessibility to all types of public transit riders or at least a statement of inclusion that shows their understanding of riders. In cases of mental health episodes on the part of riders, law enforcement may not be the most equipped agency to support all riders safety. Unless of course there is a training and partnership with law enforcement to have a specified code of conduct to ensure safety of all riders.	I am not able to open the link. it would have been helpful to have the values listed out on the form since I opened this form from an email.	I think it is focused on security and technology and doesn't give us a sense of the metro riders. Does not even mention or perhaps would need an entirely different statement of service to metro riders.	
It's just a bunch of empty words that accomplish nothing but is a rational for MTA people to legitimize their job and exhorbant salaries....and...	the bottom line.....is the hard working bus operator cannot, or will not, or has been instructed not to, do anything about the idiots who wear their mask BELOW THEIR NOSE thus spreading Covid....	NO.....because fancy concepts and words do not prevent Covid from spreading: MASKS DO IF FULLY COVERING THE NOSE and although Metro requests masks be worn, no enforcement on the exposed nose	dangerous to travel by public transportation because of NO ENFORCEMENT of mask covered nose which is/can be DEADLY to other passengers....	
Nothing. It's a waste of time and money.	Police. We need a transit police force that actually does something.		Policing Make it safe. Protect the riders.	
Length. Brevity is always great. Can easily throw it onto a poster.	It's missing one sentence explaining what SSLE is & should be spelled out. What average rider who sees this will know what and why they are reading this? Who is the audience? It sounds like a tech ad. Is it supposed to make the general public feel safer or riders or staff? What is the goal of having this?	The word accountability	Community. The current statement does resonate with a single mom of 3 kids riding the night train home after her second job. It doesn't older immediately make an immigrant senior feel they're being looked after. The mission sounds cold & something out of the terminator. It also sounds like a list of things that SSLE needs to do rather than getting ahead of things.	
Needs revision	Should mention "health and security". Buses and trains need to be cleaner to protect public health.	No comment	Public Health & Safety	
This is a LIE	TRUTH	ALL LIES	"We deliver violence, filth, congestion, fires, fights and pollution."	
maximizing the customer experience for all passengers	Vision mostly seems more concerned with hazards to Metro and only a little about protecting the people riding it. Of course, only those with no other option will ride if it doesn't feel safe while doing so. Mission - nice to prepare for tomorrow's transit environment, but what about dealing with today's?	"safe, secure, reliable" "keeping levels of disruption, crime and the fear of crime as low as possible"	Customer and employee safety and comfort. Accountability.	
Nothing. Too vague. No clear goal.	A clear statement of specific goal such as eliminating crime.	British is best	On time performance, no accidents, no criminal activity	
A lot of big words.	What you really will be doing.	Short and to the point. Lack of big words that mean nothing, when I'm riding the bus. Your vision and mission are just a lot of big words that don't address the REAL problem. Mental health, homeless, to many people, not enough space, and RACISM!	Be prepared for mental health breakdowns on the bus, as well as the ever growing homeless population.	
All the references to security	You really need to remodel it to make it readable for everybody. What you've written is bureaucratic technobabble, and many of your audience won't understand it and will be turned off by it. Even our President honors writing so that the people can UNDERSTAND....you really need to break this down to the 6th grade level, AT THE MOST. If you want help you can contact me. You need to write in PLAIN ENGLISH	I like the first 2 because they are SIMPLE AND READABLE. Yours is full of bureaucratic big words, not a good idea.	Just go for safety. That's what has scared everybody off your system, if they can.	
It sounds great. But in practice, I don't have much confidence based on my personal experience. Granted we live in a complicated society. However, safety and one's security should not depend on the neighborhood one lives in.	The intent to seriously make the Statement a reality.	I prefer the term "security", or "safety" to "policing".	As answered in #3, System Security or System Safety. What I haven't seen in these measures is means of measurement. The metrics to determine if these statements are really working.	
I like it - i wish Security and LE actually followed through in it sometimes by removing non-paying, loitering, trashy, and destructive riders when they present themselves.	the actual follow-through and implementation	"Enforce applicable laws" - DART	Enforce applicable laws, Professionalism	



Mentions regional collaboration (although reality is less generous than the Mission Statement would lead one to believe)	Vision does not mention/focus on riders safety. Should include risk of getting injured/killed crossing street to get to metro bus stops/rail stations, risk of injury due to law enforcement actions and/or profiling, risk of injury due to excessive heat and other impacts of climate change, and risk of injury/death due to lack of climate-focused city-level production of housing near/around Metro stations, resulting in mass homelessness.	British concepts include "expanding transit service". I'd add reliability, viability vis-a-vis car travel, and consistency in service levels.	I'd add reliability, viability vis-a-vis car travel, and consistency in service levels. Safety includes safety from law enforcement profiling, access to mental health safety resources, housing security, and reducing pedestrian/bicyclist deaths thru city enactment of complete streets concepts (with local return money).	
The pieces on maximizing the customer experience for all customers, the part on accountability and responsiveness to recover from hazards. I like that the mission focuses on technology as it is a smart and effective way to address safety in such a large transit system.	I think the vision and mission needs to include items on sanitation or public health as it applies to safety. Metro rail in particular is plagued with litter, and users who disregard the public right of other users. Unkempt conditions create conditions for disease, but more immediately, it discourages users and potential users from using transit. Safety needs to advocate for changing the culture of negligence by users and Metro.	Accountability to all passengers, readiness to respond, recover from all hazards, security awareness.	I believe it should emphasize safety for all users and intolerance to discourteous behavior or creating unhealthy conditions.	
No laws + No DA = You can't enforce safety. Tear this blight down. It delivers nothing but disease and violence.	Truth + Reality. We no longer have law + order. It's every man, woman, child for themselves. Without law + order your a worthless sucking sound of my taxes. Delivering criminals to my door. I want you GONE!	No. This is all LIES + UNTRUTH	If you cared about the public you'd tear down this blight of disease, drugs, needles, feces, urine, and violent attacks on the neighborhood. I took the Metro 3x a wk before Newsom + Gascon. Now I have to sell my home bc the crime you deliver is so horrendous.	
Nothings. It's filled with buzz-wordy platitudes. Use plain language please. It's overly broad language opens the doors to unnecessary function sprawl. Metro security should do metro security. Leave other societal issues to municipalities and the state.	1. Actionable commitments: A mission to "prepare" is not a mission to succeed. The goals should be to reduce risk and harm to riders, to reduce unpaid (where it is unlawful) ridership, restore and maintain a hygienic system (which directly contributes to perceptions of safety), and more. Each key point from the mission statement should then be broken out into individually actionable and measurable items.  A vision and mission statement should not be empty platitudes, or bureau-speak, as those provided by the SSLE are. The language should be plain and understood by a layperson.	The plain language used by the British, WMATA, DART systems is honest, and direct. The goals are focused on the customers using the system and the employees that operate the system. There are fewer or no self-aggrandizing statements. Honestly in language is important.	Protect the customers, employees and physical plant of the Metro system.	
Not much. First of all, "continuously" is a goddam lie. There might be a cop or Metro cop about once an hour, IF THAT.	What's midding? The guts to actually make it work. Gascon will just turn the criminals loose again IF they are arrested. The vision and mission is a pretty little package, all wrapped up in a nice bow, but won't mean donkey dung unless A LOT OF COPS are actually assigned to the Metro. Stop emphasizing bureaucratic BS and start POLICING!!!	I don't know anything about the NYC or British or Seattle Metro systems. It matters not how pretty your phrases are, what matters is SAFETY from creeps, criminals and crooks.	Few people will even peruse the public safety mission, or the values statement. Why bother? Put your money and energy into actually IMPROVING safety, instead of bureaucratic BS that no one cares about, except the bureaucrats.	
Internal and external culture of accountability	Visibility of personnel	Integrity, Respect, Trust, Confidence, Cooperative relationships with other law enforcement agencies.	Integrity, Accountability, Visibility, Cooperation with other agencies in law enforcement	
The part that says culture of accountability	Preventing crime, addressing crime effective, and continuously maintaining a safe, pleasant, comfortable riding experience	protect and serve our customers, highly visible police presence, reducing crime on the transit system	Please emphasize preventing crime and addressing crime on the system, enforcing rules, regulations, policies, procedures, and fare	
I like that the Vision Statement it is customer focused on their safety and experience on our system and seeks to improve the safety/security standards, by bringing them up to the 21st century and not continuing to do what has been done. I like that the Mission refers to a standard of expertise, we want to see developed in our safety and security professionals and that it embraces the use of technology.	The customer and employee benefit	Yes, Minneapolis: Safeguarding the transit community with integrity and professionalism while building trust through community partnerships (building trust) and BART: To be the leader in innovative policing, establishing BART as the safest transit system in the nation. (being a leader), being proactive not reactive. Also Vancouver, reducing crime.	Customer and employee focus, being a leader in the transit security industry, embracing change, being innovative, using technology and reducing crime.	
...maximizing customer experience for ALL passengers...	"standards" is vague - SSLE should be welcoming, friendly, approachable, helpful. They need training in customer service, implicit bias, negotiating, de-escalation & conflict resolution skills as the soft end of the "force continuum", to address & reduce officer-involved use of force, complaints of bias & BIPOC patrons' fear of police.	community involvement / relations, respect, dignity, customer service, protecting rights & safety of ALL patrons	Making ALL patrons feel welcome, comfortable & safe, unless they threaten the comfort or safety of others.	

N/A	At the very least, a broadened definition of what "security" is because this vision and mission seems to be lifted off what police do. I really wish this language would take into account the public shift away from almost militarist ways of approaching issues. This is a transit system, not some warzone.	Hard to say-- this is literally grounded in police ideology, for lack of a better term.	Metro's public safety mission and values statement needs to turn away from policing and criminalization. The current statement is a tacit acknowledgement that Metro isn't there yet or refuses to make change. You say you will "maximize the customer experience for all passengers" in your vision but the mission makes it clear that certain riders could be subject to targeted enforcement, surveillance, and possible criminalization. I'm not ignorant of the quality of life issues that can be present in the system: unhoused people who shelter in transit vehicles, people with varying levels of struggles mental, physical, and otherwise-- but you cannot arrest your way out of a problem. A Metro bus or train can never become a fortress- it's public transit for goodness sake. This mission says nothing about a proactive, people-centered approach to safety on Metro. It just seems to be covering the system legally borrowing the language of the police. If you are really open to critique, you should strongly consider an explicitly-worded mission and vision that shows that Metro will shift away from police-oriented approaches to security.	
keep people safe on trains	more officers on trains	yes	yes	
nothing - I don't understand why we need an approach to safety that rooted in law enforcement and criminalization. I don't want "security services". I want vibrant transit hubs, with bathrooms, food, coffee, music, art, benches. I want services for homeless people. I want metro staff to help new users, english language users, the elderly and others navigate the system.	homeless services, information booths staffed with people, station facilities and cleaning staff, vending services, resources and information access, lighting, bathrooms, fast service.	all these statements are for cops. I don't pay taxes for metro to be a cop service, i want good bus and train service with amenities for riders, not police.	vibrance, community, riders, people, families, resources, not police	
I like the use of the words "accountability" and "security technology and intelligence". I stopped using the transit system because nobody cared when I got spit on and screamed at by a crazy homeless. It is dangerous cycles of "anything goes".	To take action to intervene in behaviors of transit facility users that are threatening, dangerous, illegal.	"accountability", "security technology and intelligence"	To ensure safety of and respect to transit system users.	
A promise of an internal and external culture of accountability	An emphasis on what kind of training- de:escalation and directing towards services for example.			
It's focus on system wide security awareness and commitment to excellence.	A greater focus on inter-agency cooperation i.e., commitment to working with LA County, LAPD, LA County and city mental health services. I take the train almost daily and the biggest issue I see are mentally unstable/homeless people acting erratically (I've been accosted several times but such people).	Yes, professionalism, common sense, integrity		
Investment in tech and a future of safety and security for riders. I believe through innovation, we can better maintain and secure our metro for years to come.	It feels cold and emotionless. Called riders "customers" also feels off.	I love "culture of accountability."	We need to envision a safety future without the reliance on armed police officers. This militarized approach to security is at odds with the values of the people of Los Angeles. We should lead the nation in new ways of securing our transit lines without cops.	
It's a fine statement but it strikes me as meaningless as a Metro rider.	Enforcement	The statements can be important but the implementation is what matters. This is window dressing.	I don't actually care about the statement. Make Metro safer, cleaner, more welcoming. Other places do this. You can do the same.	
I DON'T like the fact that the Vision contains so many disparate parts -- 21st century / customer experience / accountability / responsiveness. Too much.	Brevity."	"customer experience" "accountability"	Accountability	
The focus on customer experience and culture of accountability	By focusing on "all" and not naming the most at risk customers specifically, a lot can fall through the cracks and "security" and "law enforcement" can still be used to abuse marginalized groups.	Yes. Many other of the transit safety organizations bullet point their values, which is better visual communication. DIVERSITY.	This is a bit redundant. But, more emphasis on empowering self-policing, protecting the most at risk customers specifically, and rider diversity.	
I like the "culture of accountability" mention in the vision, though I question what that means in practice. I also appreciate the "advanced training" mentioned in the mission statement, though again I don't know what that means in practice. Having moved to LA from New York just before the pandemic, my experience of the LA Metro, which I insist on taking as much as I can, is not a positive one. I've felt more unsafe on the LA Metro in the 18 months I've lived here than in my almost 18 years of riding the subway in New York.	SPECIFICS. I know a mission statement isn't meant to be a document, but there's an awful lot of jargon and corporate newspeak here. To me, public safety and security is THE major problem of the LA Metro. Will you be able to balance enforcing rules and regulations in a meaningful and demonstrable way with respecting civil rights? I don't know. Enforcement of rules and regulations is SORELY lacking right now.	culture of accountability, tomorrow's transit environment	REAL enforcement of rules, a real presence in the system, tangible and achievable goals,	

I like the emphasis on using 21st century standards to maximize customer experience, with accountability.	Pervasive security services is missing. Can security services be more pervasive as the metro network expands?			
words words buzzwords words buzzwords	simple meaning	"maintain a safe and peaceful environment for ... customers and employees and ... ensure the security of property." Nothing else needs to be said.	keep it simple: it's about the experience of safety for patrons and employees. By "the experience" I mean both the perception of being safe and the reality of being safe because both are needed.	
Nothing.	Both are vague & seem to emphasize technology, ignoring the human element. Missing commitment to superior service, safety, respect for the transit customer & community. Accountability, community partnership, teamwork. Professionalism, integrity, training, education SSLE.	Yes. See response to Q #2 above. Also include diversity, customer-focused.	Service & safety of the transit customer & community; integrity, professionalism, accountability, training/education of Metro.	
Easy Access	Safety - Do not remove the police	Yes	To keep passengers and staff safe without harm.	
Both statements appear to be quite comprehensive.	I am not sure the average bus or train rider will easily understand the statements as they are written. The statements should be written with the riders comprehension in mind.	Of the agencies shown, I liked Bart, DC Metro and Metro Vancouver.	The agencies listed in question #3 provide ample wording for developing good statements.	
<p>On Wednesday, September 15, I tried calling in to your meeting at 5 p.m. and again about 5:20 p.m. but was told the meeting hadn't begun.</p> <p>Your existing System Security and Law Enforcement Mission &amp; Values Statements is a meaningless word salad.</p> <p>Over the past six weeks, I've experienced a variety of security problems on MTA buses and trains, such as passengers and operators without masks, tobacco and cannabis smoke on trains, a passenger standing next to and engaged in an extended, casual conversation with an operator while the bus was in motion, and the lack of an obvious security presence on platforms and in stations.</p> <p>No collection of impressive-sounding words will give MTA the integrity and credibility it lacks.</p>				

## Public Safety Advisory Committee

Prepared by the PSAC Facilitator Team

# MEMO

**Date:** November 5, 2021

**To:** Metro Office of the Chief Executive Officer

**From:** Public Safety Advisory Committee (PSAC)

**Re:** Outcomes from the November 3, 2021 PSAC Meeting -- Mission & Values Statement

During the November 3, 2021 Public Safety Advisory Committee (PSAC) meeting, the advisory body voted on a proposal to approve a Metro's public safety mission and values statements

Below is a summary of the committee's action on this matter:

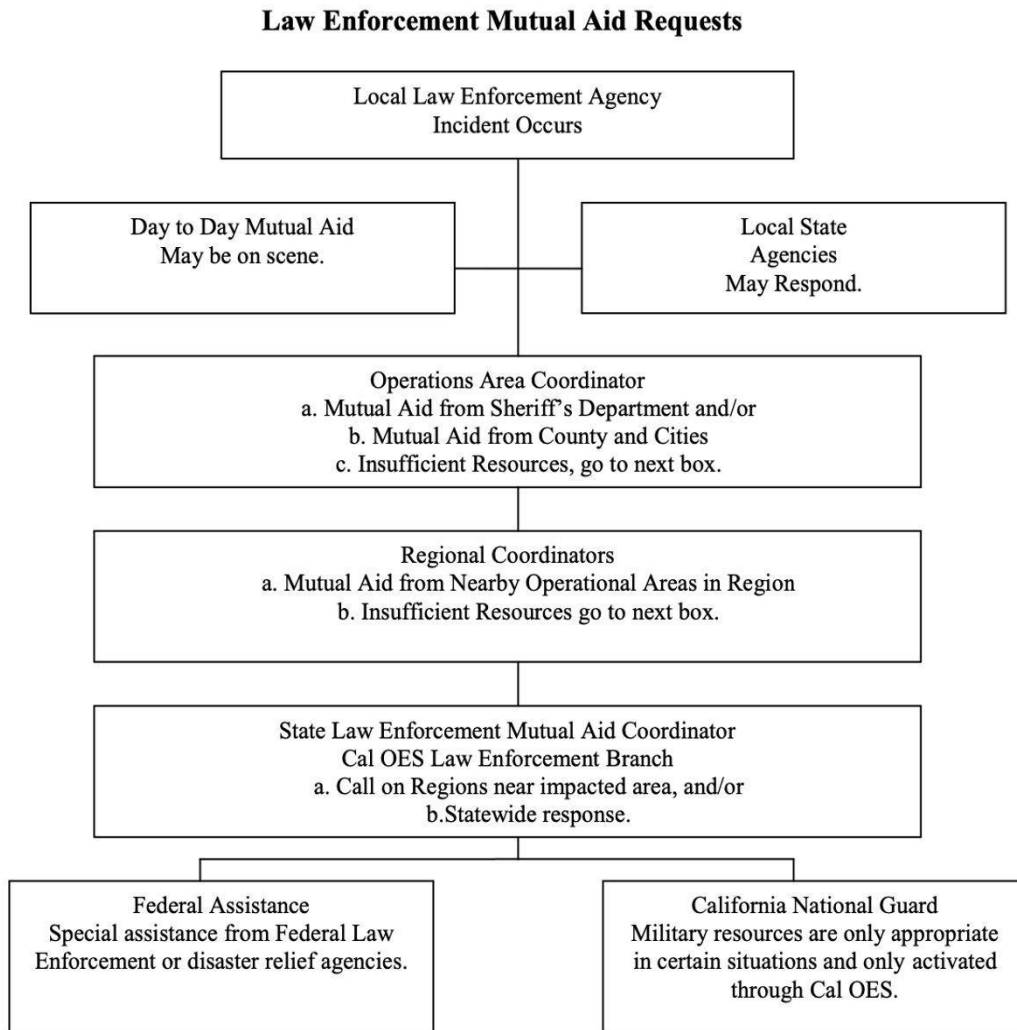
- The body voted to approve a modified version of the public safety mission and values statement. The vote was 14 "yes," 0 "no," and 0 "abstain." (Link: [Approved mission and values statement](#))

## Proposal to Approve the Mission and Values Statements

The committee voted to approve a modified version of the mission and values document included in the November 3, 2021 meeting agenda packet (Attachment F). The unanimously approved text included the following modifications:

- Updating the "Emphasizing Compassion and a Culture of Care" value statement to include the word "dependability." The second sentence of the statement now reads: "The key pillars of our approach to public safety are compassion, kindness, **dependability**, and fair treatment for all."
- Addressing a typo in the "Acknowledging Context" value statement, changing the word "repartive" to "reparative." The third sentence now reads: "Metro's approach to safety recognizes this context and seeks **reparative** models to minimize harm and promote inclusion."

## California Response Requirements for Law Enforcement Agencies



Source: Law Enforcement Mutual Aid Plan. (2019). [https://www.caloes.ca.gov/wp-content/uploads/Law-Enforcement/Documents/Blue-Book\\_Law-Enforcement-Mutual-Aid-Plan.pdf](https://www.caloes.ca.gov/wp-content/uploads/Law-Enforcement/Documents/Blue-Book_Law-Enforcement-Mutual-Aid-Plan.pdf)

# Update on the Implementation Plan for the Establishment of a Metro Transit Community Public Safety Department (TCPSPD)

January 2024

Gina Osborn

Chief Safety Officer

# TCPSD Status Update

## **Background**

- In June 2023, the Board approved Motion #21.1 by Directors Najarian, Sandoval, Butts, Barger, and Bass. Directed the Chief Executive Officer (CEO) to prepare a comprehensive implementation plan for Board consideration.

## **Implementation Plan Goal**

- Reflect Metro's need for specialized public safety services and engaged visible presence.
- Utilize a multi-layered integrated deployment approach.
- Provide vision for Board consideration of establishing public safety services in-house.

# Research Methodology



## **Interviewed stakeholders**

Conducted in-depth interviews with key stakeholders involved in transit operations and public safety to understand current practices, challenges, and opportunities.



## **Review of historical practices**

Analyzed previous public safety initiatives, incident reports, and customer feedback to identify trends, issues, and lessons learned.



## **Comparative analysis**

Benchmarked against other transit agencies of similar size and context to identify best practices in improving public safety.

Using a mix of primary and secondary research methodologies provided a 360-degree view of the current transit public safety landscape and how to establish Metro TCPSD.



# Emerging Themes

Engaged visibility fosters positive community relationships and deters crime through active presence and proactive outreach.

## **Training with a Transit Purpose**

Beyond being familiar with infrastructure locations and POST certified.

## **Engaged Visibility**

Consistently present, reliable, and accessible in both emergency and non-emergency situations.

## **Zone Deployment Model**

Dedicated zone/geographical areas for patrols where officers will respond to their assigned locations daily.

# Operational Model Framework

Success depends on establishing trust, improving training and accountability, and embracing diversity. By incorporating social work principles and mental health awareness into policing, the new department can work towards building trust, fostering collaboration, and addressing the root causes of crime and social issues within our transit communities.

- Collaborate with social work educators to develop joint training programs that address both law enforcement and social work perspectives.
- Emphasis on relationship-based policing - riders and employees will see more consistent foot patrols systemwide. The transit system's expansive geography uniquely enables Transit police to build strong relationships and be embedded in planning for transit growth.
- Opportunity to implement procedural justice principles to ensure fair and transparent interactions between officers and the transit community. Riders will be more likely to accept and comply with decisions when they believe the process leading to those decisions is fair, respectful, and unbiased.
- Mandatory trauma-informed to recognize and address the impact of trauma on individuals in the community.

# Zone Deployment Model

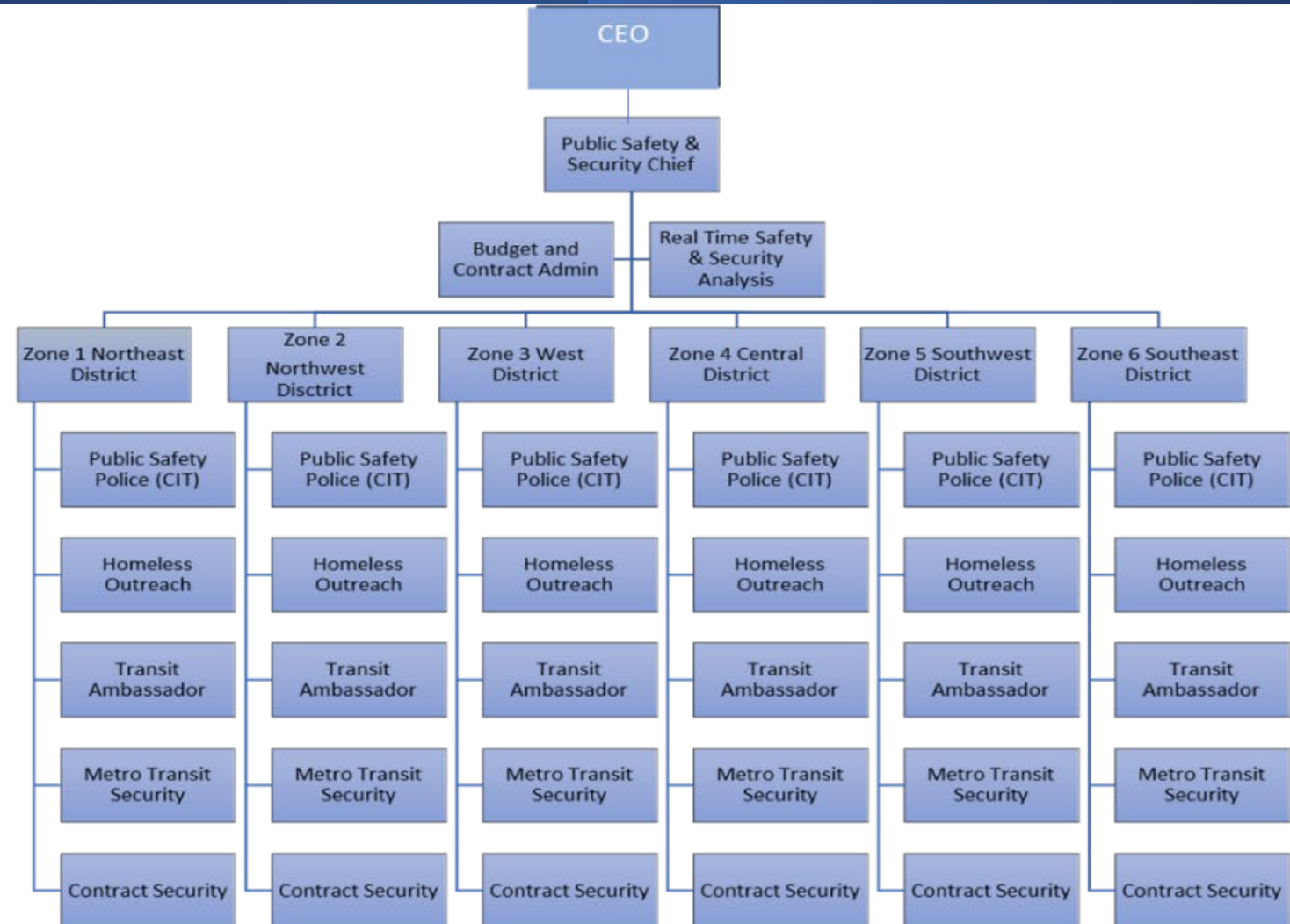
**A deployment model with dedicated zone/geographical areas**

- Increased Police presence and engagement
  - More engaged interaction with riders regularly
- Better coverage and response times
  - Resources in zones will allow for faster response times to emergencies
- Officers gain local knowledge
  - Patrolling the same area allows officers to become familiar with riders and understand the unique transit environment.
  - Improve community engagement and improve sense of care in patrol zone.
- Increase officer visibility, familiarity, and accountability
- Work closely with other resources, such as Homeless Outreach teams and Ambassadors who are also assigned by zone.

The Zone Deployment Model focuses police resources on more effective community engagement, responsiveness, and tailored service.

# Functional Organizational Methodology

- Chief of Police reports directly to CEO
  - Robust community participation in the recruitment/selection process
- Coordinated staff deployment to six geographical areas
- Care-based strategies integrated into the model



# Next Steps

Present the final implementation plan to the Board that addresses all the Board's directives, including:

- PSAC feedback
- Department Goals and Objectives, Framework, Organizational Structure
- Budget & Resource Allocation
- Potential timeline for transition and implementation