

**Board Report**

File #: 2022-0054, **File Type:** Informational Report**Agenda Number:** 33.

**REGULAR BOARD MEETING
FEBRUARY 24, 2022****SUBJECT: RESPONSE TO MOTIONS ON COMMITMENT TO REIMAGINING PUBLIC SAFETY****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE AND FILE the Reimagining Public Safety Framework, which is inclusive of the report back on Motions 26.2 and 25.1 Policing Alternatives, Motion 44 Mental Health Resources, and a peer review of Customer Codes of Conduct.

ISSUE

Since 2020, the Metro Board has called on staff, through various directives, to give significant attention to transforming and reimagining Metro's public safety programs and initiatives. Shaped by considerable feedback from the Public Safety Advisory Committee (PSAC), Metro employees, and the general public, Metro is better aligning operations to the needs of the public through intentional and equity-driven public safety initiatives. This report provides a status on these initiatives - Motion 26.2 & 25.1, the alternative approaches to Public Safety (Attachments A & B), Mental Health Resources Motion 44 (Attachment C) and the Customer Code of Conduct review, and a summary of the new intelligence led public safety strategic framework for Metro to serve as the bridge between ideas and action.

BACKGROUND

Following the George Floyd protests in 2020, a national dialogue erupted about the state of public safety and policing in America. Community activists and many voices in communities of color argued that over-policing created inequitable treatment and too many situations of unnecessary violence, while law enforcement expressed frustration about being called on to manage scenarios they were not trained for, such as social work and mental health emergencies. But as the conversation evolves, it is clear that while law enforcement is necessary to uphold laws and reduce crime, the approach to public safety should be comprehensively reexamined and reimagined to be more diversified.

In response to growing calls for reforms, the Metro Board of Directors sought open, fresh dialogue to explore the relationship between public safety and the Metro rider and employee experience. In particular, the Board was seeking recommendations to explore and identify opportunities to improve

the agency's policing practices and expand available public safety tools to offer a diverse range of solutions that address a broader scope of issues.

Establishing PSAC

At the June 2020 Board meeting, the Board approved Motions 37 and 37.1 (Attachments D and E), directing Metro staff to convene a public safety advisory committee (PSAC) and, in partnership, develop a community-based approach to public safety on the transit system. PSAC has taken up the concept of security as a broad, inter-related ecosystem of services and infrastructure to help all riders and employees feel safe. Metro continues to advance safety strategies to meet the needs and expectations of employees and transit riders.

Investing in Change

At its meeting on March 25, 2021, the Board approved funding for alternative public safety strategies through Motion 26.2 including at least \$40 million for initiatives consistent with the Equity Platform and the Customer Experience Plan. In addition, at its meeting on December 2, 2021, the Board requested a report back on the status of the initiatives in February 2022. The Board also directed to maintain a minimum commitment of \$40 million for policing alternatives outlined in Motion 26.2 during the development of the FY23 budget and rolling over unspent funding from FY22.

Voice of the Customer

In the summer of 2021, Metro conducted a Public Safety Survey of customers, including those on the system who were also experiencing homelessness. These surveys were conducted to get a full 360-degree perspective on public safety issues and revealed that all groups agreed that security and law enforcement staff should be more of a priority for Metro regardless of race. This important survey highlighted the demand for comprehensive safety and security measures, with riders supporting a multi-faceted approach that includes:

1. Most riders, including people experiencing homelessness, usually feel safe on Metro except at night.
2. Women and nonbinary individuals tend to feel less safe than men.
3. Top rider priorities include:
 - Lighting and emergency call buttons at stations and bus stops
 - Staff who can assist people with disabilities
 - Social workers and mental health professionals
 - Transit Ambassadors
4. Many respondents support both armed and unarmed staff on the system. Over 60% want law enforcement and armed security staff to be a priority, and this support spans all race/ethnicity categories.
5. Even more, over 70% want unarmed security staff to be a priority.
6. A slim majority wants Metro to allow people experiencing homelessness to ride just like

anyone else, while a third wants Metro to be “tougher” about removing them from buses and trains.

Voice of the Metro Employee

In the fall of 2021, more than 2,440 Metro employees completed a safety and security survey. Not surprisingly, like riders, Metro employees are concerned about safety on the system, voicing concerns about being assaulted while doing their job, especially bus operators and other front-line workers such as custodians. More than 80% of employees said that police and armed security should be more of a priority, with the level of support even higher among front-line employees like bus and rail operators and custodial staff.

Key findings from the survey:

1. When thinking about their recent experience on Metro, only 29% of the employees felt safe all or most of the time, with 39% feeling safe rarely or never.
2. Two-thirds of employees felt having LASD, local police, and/or armed Metro TSO on Metro should be much more of a priority (64%, 66%, and 67%, respectively).
3. Twenty percent of employees agreed with the statement that Metro needs to allow people experiencing homelessness to ride buses and trains, while 70% agreed with the statement that Metro needs to get tougher about removing people experiencing homelessness from buses and trains.

Survey results were made available to the PSAC and Metro staff to help inform recommendations around public safety reforms on Metro.

Customer Code of Conduct

The customer code of conduct sets the foundation for the delivery of public safety services for our riders. At the request of Chair Solis at the December 2022 meeting, the CEO is assessing the code given the disproportionate amount of citations and warnings to African-Americans and Latinos in relation to their level of ridership. A status report was requested for this month.

What is your ethnicity?	
	Percent
Latino	59%
African American	16%
White	11%
Asian/Pac. Isl.	8%
Native American	1%
Other	4%
Total	100%

(2019 Metro On Board Survey)

Critical Mental Healthcare Resources

In recognition of the growing need for homeless outreach and mental health resources to respond to

individuals experiencing a cognitive crisis on the Metro system, at its January 27, 2022 meeting, the Board directed the CEO, through Motion 44, to partner with the County's multidisciplinary homeless outreach teams, work with the LA County CEO and Department of Mental Health (DMH) to conduct an assessment of the crisis response deployment on the Metro system, and the Board delegated authority to the CEO to expand the Alternative Crisis Response Program with DMH. A report back on the status of Motion 44 is required this month.

DISCUSSION

Status of Motion 26.2

Motion 26.2 directs staff to develop and strengthen alternative approaches to public safety and authorizes the investment in various safety and homelessness initiatives as outlined in the motion. These recommended initiatives have been evaluated for feasibility and impact and are in various stages of implementation as summarized in the Program Initiative Fact Sheets (Attachment F) and include the current status of each effort. The fact sheets also highlight where the initiative fits within the Board approved Public Safety Values. In addition, the fact sheets detail considerations related to the specific initiative, including projected launch dates, and program elements. Funding considerations will be addressed as part of the FY23 budget development.

Metro staff has also been working on additional safety initiatives included in Attachment F. Both Motion 26.2 and staff initiatives were cross-referenced with the Customer and Employee Public Safety and Security survey results to ensure the initiatives would address customer and employee concerns.

Status of Motion 44, Providing Critical Mental Healthcare & Connections to Housing

One layer in Metro's overall public safety strategy involves refining Metro's homelessness outreach and engagement efforts. The growth in the unhoused on our system coupled with individuals experiencing a cognitive crisis, serves as the top threat to our ability to retain and grow ridership on the Metro bus and rail system. Staff is engaging a consultant to conduct a comprehensive review and assessment of Metro's existing programs. Concurrently, Metro can streamline its efforts to invest in equitable outreach, engagement, and potential housing options. Staff is also increasing partnerships to bring additional outreach workers and expanded outreach hours throughout the transit system and exploring the following additional resources:

- 1. Pilot with LA Mission:** In January 2022, the LA Mission signed on for an outreach pilot at several key Metro stations. Additionally, the Department of Health Services (DHS) partners activated Service Planning Area coordinators to provide expanded outreach and additional resources to encampment sites adjacent to Metro's properties, including Union Station and the Cesar Chavez Bus Plaza at Vignes Street.
- 2. Social work/Medical Student Program:** Staff is creating a program for social work and medical students to receive practical hours as outreach workers on the Metro system. Staff has been working closely with the County Department of Health Services and SEPTA, which have implemented student medical programs

3. **Temporary Housing Solutions:** Due to housing constraints, Metro's PATH teams are temporarily placing individuals in motels to quickly house people as a temporary solution while communal emergency and interim housing facilities are under quarantine. PATH is deployed to Union Station, 7th and Metro, and other critical stations and has been asked to continue outreach on the exterior of the station areas and throughout platforms and rail cars.
4. **Partnership with DMH:** Metro is coordinating with DMH on multiple fronts to implement the directives of Motion 44. While DMH is faced with hiring challenges for clinicians, they have indicated that they can support Metro with Community Mental Health Ambassadors. Additionally, DMH is facilitating the use of the UCLA Prevention Center of Excellence to provide training support for Metro personnel to build up our employees' capacity to identify mental health concerns on the system and trigger proper responses from clinical providers. Finally, Metro and DMH continue to strategize how to procure and assess the critical crisis response needs on the Metro system.
5. **LASD Coordination:** On February 2, 2022, CEO Wiggins sent a letter to Los Angeles County Sheriff Alex Villanueva requesting the services of the Countywide Homeless Outreach Services Teams and the Mental Evaluation Teams to assist Metro in enhancing safety and security on the system.
6. **Federal Grant Funding:** Metro recently applied for a federal EDA ARPA Good Jobs Challenge grant for the Room to Work and Equitable Career Pathways in Transit program. This program will prioritize training and employing individuals who have experienced chronic homelessness and use the Metro system as shelter. Metro will create 90 new two-year positions as new entry points into the Operations Department if successful.
7. **LAHSA Coordination:** On February 17, 2022, CEO Wiggins met with Heidi Marsten, Executive Director of Los Angeles Homeless Services Authority (LAHSA), to request additional support and coordination in case management efforts, resources for emergency housing opportunities for individuals sheltering on the Metro system, and participation in the upcoming annual homeless count administered by LAHSA.

Status of CEO Review of the Customer Code of Conduct

LA Metro's Code of Conduct is a mix of criminal and administrative violations. Approximately 33% of the code of conduct items are tied to the California Penal Code or California Public Utilities Code. A preliminary analysis of the code of conduct for 2018-2020 indicates that 95%-97% of citations and warnings are for fare evasion and the balance of 3%-5% are non-fare evasion related. The majority of citations and warnings were given to African Americans (50%) and Latinos (~25%). This is disproportionate given the ridership of African Americans is 16% and 59% Latino on our system in 2019.

While the current outcomes do not rise to the level of formal discrimination, racial inequities and racial harm are made evident through the initial analysis of the data. The goal is to provide a

welcoming climate for all riders.

The traditional focus of the Customer Code of Conduct has been on the rider instead of the outcomes. Typically, monthly status reports to the Operations Committee do not include disaggregated data by race and gender on the non-fare evasion related citations and warning. As a result, the CEO has initiated an assessment of the code that includes an evaluation of codes of conduct across different industries, including public transportation, for their content, distribution methods, accessibility, and reach in both physical and digital space (Attachment G). Staff will return to the Board once the comprehensive review is complete with recommendations.

It is important to note that during the month of January 2022, Metro participated in a program to remove all prior instances of fare evasion citations given to youth before 2017 from their record. As of 2017, Metro no longer cites youth for fare evasion.

Development of a Reimagining Public Safety Strategic Framework

As individual program initiatives advance, it became evident that an overarching public safety framework that could tie all the initiatives together was required to enable a collaborative and consolidated approach to public safety that genuinely reflects the reimagining effort.

Notwithstanding the performance of our Law Enforcement partners, private security, and Metro transit security, Metro's current model to deliver public safety is:

- Prescriptive and fixed
- Inconsistent rule compliance
- Reactive in response
- Obscure in data and outcomes
- Enforcement-focused through a singular tactical response ("one size fits all")
- Siloed

The new model seeks a change from the current model that is:

- Data-driven and flexible
- Equitable rule compliance
- Proactive in response
- Transparent in outcomes
- Strategic enforcement through intelligence led safety and security using a layered approach to strategically deploy resources
- Collaborative

This strategy is our competitive game plan for transformational change in public safety. Transformational change alters the culture of an agency by changing underlying assumptions and overt institutional behaviors, processes, and structures; is deep and pervasive, affects the whole agency; is intentional; and occurs over time.¹

¹American Council on Education. (2001. Riding the Waves of Change: Insights from Transforming Institutions.)

A strategic framework has been developed to ensure public safety is viewed through the lens of employees and riders and their needs, supporting them through appropriate, visible response and customer-centric staffing. The framework is also consistent with Board direction in Motion 25.1 to develop a place-based implementation strategy to pilot the initiatives in a coordinated fashion to support the strategic deployment of resources, including law enforcement.

The framework relies upon an equitable intelligence-driven deployment of resources to better secure the safety of our riders and employees. Consistent with Motion 25.1, the equitable intelligence-led framework will provide the foundation for developing key performance indicators that reflect how the pilot influences the rider and employee experience. NOTE: Intelligence-led does not mean racial profiling. Racial profiling is a discriminatory practice of targeting individuals for suspicion of crime based on their race or ethnicity. Our use of intelligence-led means using advanced technology to collect and analyze data that can be used to more efficiently direct resources to the places where they are likely to be beneficial.

In order to meet the opportunity for transformational change, Metro must develop the organizational capacity to respond. A team of professional intelligence analysts will create a set of safety and security metrics. That information will be analyzed and used to identify high-risk areas within the transit system and evaluate the effectiveness of the various initiatives and deployment resources. The Chief Safety Officer will then have the ability to strategically deploy resources to prevent incidents, address patterns of activity or respond as appropriate to the safety concern, and ensure equitable outcomes.

The new framework is centered around six key focus areas that include:

- **Accountability and Transparency**
 - Builds a cohesive data stream from all sources as a basis for public safety activities. To address racial equity, it is important to make strategic use of data from surveys as well as other data sources that show racial differences in rider and employee opportunities, experiences, and outcomes. A public dashboard, by race and gender, to ensure accountability for the outcomes of the deployment strategy is a key feature of this focus area. Without disaggregating data by race and gender, it becomes difficult to act on the information and change what needs to be changed.
- **Deployment Resources**
 - This approach prioritizes unarmed response, while leveraging law enforcement for crimes through layers of staffing proactively deployed, based on data, to provide a safe environment. Customer-centric staffing includes ambassadors, law enforcement, and security personnel.
- **Training and Procedures**
 - To provide employees and contractors with the information and competency they require to perform their work.
- **Tools and Technology**

- Identifying and implementing the proper tools and technologies for each layer of staffing.
- Security Design
 - Implement a design that supports a safe and secure space for riders and employees. Using customer/ employee/ law enforcement input and data to improve the environment.
- Communications and Public Education
 - Communicating with the riders and community about public safety, ride expectations, and resources to make their experience positive.

Each focus area is supported by one or more of the Board-adopted Public Safety value statements from the December 2021 Board meeting and embraces equity and compassion for riders and employees. This public safety strategic framework utilizes new strategies that rely on a layered approach to ensure Metro has a system designed to enhance security with staff available, trained, and equipped to respond appropriately. This concept includes providing information to riders about rider expectations and how to embrace their own public safety on the system.

In this environment, the layers of staff resources are proactively engaged in establishing a safe and secure environment to avoid a reaction-only environment to incidents or activity. While Metro already has plans for a new Security Operations Center, Metro needs to bring appropriate staffing resources in-house that do not currently exist to ensure that Metro owns the intelligence resources of all of our law enforcement partners. This will allow Metro to make equity-based strategic decisions relating to deploying all of our public safety and security resources.

There are four objectives for the intelligence-led public safety framework:

1. World class, forward-thinking intelligence-based Public Safety Program;
2. Develop Metrics that identify safety, security and risk trends and measures of effectiveness;
3. Establish response and deployment protocols that involve a holistic, equitable and welcoming approach to ridership; and
4. Center public safety in the new state-of-the-art Security Operations Center to enhance coordination and collaboration.

The benefits of the intelligence-led public safety framework:

1. Consolidates public safety and risk management data into valuable intelligence that can be shared internally and externally;
2. Allows strategic decisions for resource allocations and physical security requirements, as well as monitor performance;
3. Focuses on getting ahead of the trend(s) by tracking selected safety- and security-related incidents and requiring follow-up; and
4. Increases customer service by using community-based approach to preventing and resolving safety and security matters.

EQUITY PLATFORM

The Reimagine Public Safety Framework has focused on centering the voices of Metro's riders and employees and understanding their different needs and outcomes. Through work with the Public Safety Advisory Committee, surveys of employees and riders, and disaggregated data analysis, Metro has unveiled diverging experiences and perspectives on safety on the Metro system and what is needed to ensure that everyone feels and is safe. Metro has heard directly from unhoused riders and is working with homeless service providers and experts to better address their needs. At the same time, Metro has also identified clear disparities in code of conduct enforcement for Black and Latino riders and is taking early steps to understand the source of those disparities and ensure that the code of conduct supports the Reimagined Public Safety Framework and leads to more equitable outcomes. As this work continues, Metro will ensure that staff track outcomes of all programs in a manner that allows the agency to identify and address different needs or disparities.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports strategic plan goal # 2,1. Deliver outstanding trip experience for all users of the transportation system; Metro Commitment to Security.

NEXT STEPS

Metro will continue to implement the new Strategic Public Safety Framework that embraces the mission and values of Metro, incorporates the identified and funded initiatives, and provides additional efforts to strengthen a customer-focused approach to public safety. The short-term milestones are as follows:

1. Releasing the Ambassadors RFP March 2022, including a 15-day public review and comment period.
2. Releasing the new law enforcement RFP in March 2022, including a 30-day public review and comment period due to the complexity.
3. Implement place-based public safety pilots in Fall 2022.
4. Deploy DMH community ambassadors on the Metro system.
5. Assess internal structure to align with the new framework and establish an intelligence analysis unit by May 2022.
6. Return to the Board with the comprehensive review of the Customer Code of Conduct with recommended changes and updates.
7. Quarterly reports to the Board on the status of the new framework.

ATTACHMENTS

Attachment A - Board Motion 26.2
Attachment B - Board Motion 25.1
Attachment C - Board Motion 44
Attachment D - Board Motion 37
Attachment E - Board Motion 37.1

Attachment F - Program Initiative Fact Sheets

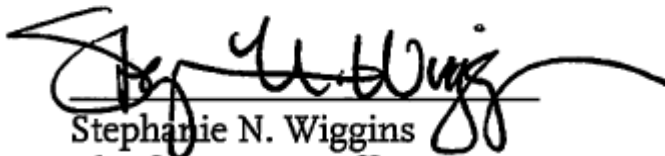
Attachment G - Code of Conduct Review

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Stephanie N. Wiggins
Chief Executive Officer

**Board Report**

File #: 2021-0190, **File Type:** Motion / Motion Response**Agenda Number:**

**REGULAR BOARD MEETING
MARCH 25, 2021****Motion by:****DIRECTORS BONIN, GARCETTI, MITCHELL, HAHN, DUPONT-WALKER, AND SOLIS**

Related to Item 26: Transit Law Enforcement Services

Investment in Alternatives to Policing

In June 2020, the Board voted to embark on a process to reimagine public safety on Metro in response to demonstrations for racial justice and a national conversation about the appropriate role of police in our society and the particular threats faced by Black people during interactions with law enforcement. The Board's mandate was for the agency to work in partnership with community leaders to re-envision transit safety and community-based approaches to policing leading up to and as part of the 2022 renewal of the multiagency police contract. Metro has now established a Public Safety Advisory Committee (PSAC) to formalize this partnership. PSAC will create a space where community leaders work in partnership with Metro staff, including bus and rail operators, on the future of public safety on the Metro system.

Last month, a proposal to increase Metro's law enforcement contract by \$111 million sparked further attention to Metro's considerable spending on policing and the relative lack of investment in alternative public safety strategies. Last month's recommendation provided at least a year for PSAC to develop and finalize its recommendations. The current proposal would greatly accelerate the pace of work for the newly formed PSAC, with recommendations now due by the end of the year in order to begin implementation by January 2022.

Standing up a new model of public safety will take time, including identifying funding and beginning to staff up new initiatives. To jump-start this acceleration, the Board should proactively set aside resources now in support of PSAC's work. These early actions are consistent with and build on Metro's Customer Experience Plan and the *Understanding How Women Travel Study*. Acting now will allow Metro to build capacity for alternative approaches while ensuring a smoother transition in the future.

SUBJECT: INVESTMENT IN ALTERNATIVES TO POLICING

RECOMMENDATION

WE, THEREFORE, MOVE that the Board direct the Chief Executive Officer to:

A. Include in the FY22 budget at least \$40 million for the following initiatives, consistent with the Equity Platform and the Customer Experience Plan:

1. Public Safety:

- a. \$20 million for a transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles and offers riders assistance and connections to resources, modeled after the S.F. BART program.
- b. \$1 million for elevator attendants at stations.
- c. \$1 million for a flexible dispatch system that enables response by homeless outreach workers, mental health specialists, and/or unarmed security ambassadors in appropriate situations.
- d. \$5 million for Call Point Security Project Blue light boxes recommended by Women and Girls Governing Council to improve security on the BRT and rail system.
- e. Funds to initiate a study to develop recommendations to prevent intrusion onto Metro rail rights-of-way, including but not limited to subway platform-edge doors.
- f. \$3 million for pilot safety strategies on board buses to be recommended by PSAC.

2. Homelessness:

- a. \$2 million for short term shelter for homeless riders.
- b. \$5 million for enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter services.
- c. \$250,000 for regular counts to monitor trends and gauge the success of Metro efforts to address homelessness.
- d. \$3 million for pilot homelessness strategies to be recommended by PSAC.

B. Establish a target to ensure the participation of LA County-based organizations and

enterprises in the above initiatives.

- C. Consult with PSAC on the program design and implementation of all of the above initiatives.

- D. Direct the OIG to audit the law enforcement services contracts and report their findings to the PSAC and the Board.



Board Report

File #: 2021-0745, File Type: Motion / Motion Response

Agenda Number: 25.1.

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

Motion by:

DIRECTORS BONIN, MITCHELL, HAHN, SOLIS, and DUPONT-WALKER

Related to Item 25: Transit Law Enforcement Services

Commitment to Reimagining Public Safety

In the summer of 2020, the killing of George Floyd and the nationwide demonstrations for racial justice that followed sparked a national conversation about the appropriate role of police in our society and the particular threats faced by Black people and other people of color during interactions with law enforcement. Here in Los Angeles County, those demonstrations renewed attention on longstanding issues of bias and disproportionate enforcement faced by Black and brown communities. Just this month the Los Angeles Times exposed a pattern of disproportionate stops and searches of Latino and Black bike riders by the Los Angeles Sheriff's Department in unincorporated areas. Earlier coverage has documented a similar pattern for traffic stops by the Los Angeles Police Department in South Los Angeles. On Metro's own system, fare and code of conduct enforcement has also disproportionately targeted Black and Latino riders.

In June 2020, the Board voted to embark on a process to reimagine public safety on Metro. Metro has since taken significant steps toward this reimagining, including the creation of the Public Safety Advisory Committee (PSAC) to advise the agency on an appropriate reallocation of resources and the subsequent approval in March 2021 of over \$40 million to launch alternative approaches to public safety on the Metro system.

This month, Metro staff is bringing a recommendation to the Board to extend the current police contracts in order to allow more time for PSAC to envision the role of law enforcement as part of an overall new approach to public safety on the Metro system. PSAC's new Mission & Values statement is a concrete first step toward this new direction, but much more needs to be done to put this new vision into practice.

While Metro staff is recommending a number of initial reforms to policing on the system to be implemented as a part of this short-term extension, the recommendation defers a decision about funding levels in FY23 to the annual budget process. In consideration of PSAC's opposition to continued reliance on law enforcement services and the Board's prior allocation of funding for

alternative approaches, the FY23 budget should begin to reflect the agency's new public safety Mission & Values by renewing financial commitments to the alternative approaches and commensurately shifting away from reliance on law enforcement.

Furthermore, Metro should accelerate the transition to PSAC's vision for a public safety approach that leads with unarmed staff presence, outreach, and services with a reduced role for law enforcement by piloting these strategies at specific locations and evaluating their effectiveness. Preliminary results from such a pilot will inform a rescoped role for law enforcement beyond the 18-month remainder of the contracts.

SUBJECT: COMMITMENT TO REIMAGINING PUBLIC SAFETY

RECOMMENDATION

APPROVE Motion by Directors Bonin, Mitchell, Hahn, Solis, and Dupont-Walker that the Board direct the Chief Executive Officer to:

- A. In February 2022, report on the status of the initiatives funded by Motion 26.2 (March 2021), including projected launch dates, program elements, input received from PSAC, and projected funding needs in FY23.
- B. During the development of the FY23 budget, ensure a continued minimum commitment of \$40 million for the public safety alternatives outlined in Motion 26.2, in addition to rolling over unspent funding from FY22.
- C. In April 2022, report to the Operations, Safety, and Customer Experience Committee with a recommended public safety budget for FY23, including proposed funding levels for police services and public safety alternatives, with consideration of the Board's directive to realign resources.
- D. Consult with PSAC throughout the FY23 budget development process.

WE FURTHER MOVE that the Board direct the Chief Executive Officer to:

- E. Develop a place-based implementation strategy that identifies station locations that are good candidates for piloting a reimagined public safety approach consistent with the new Mission and Values statement, including the deployment of some or all of the public safety alternatives identified in Motion 26.2 and modifying law enforcement deployment at these pilot locations while continuing to ensure fast emergency response times.
- F. Consult with PSAC on the design, implementation, and evaluation-including quantitative and qualitative metrics-of this pilot.
- G. Explore partnerships with academia, medical schools, promotores, and community-based organizations on the design, implementation, and evaluation of this pilot.
- H. Report periodically on the pilot implementation and evaluation as part of the regular system

security report.

DUPONT-WALKER AMENDMENT: Develop key performance indicators that reflect how the pilot influences rider experience.

**Board Report**

File #: 2022-0049, **File Type:** Motion / Motion Response**Agenda Number:** 44.

REVISED
REGULAR BOARD MEETING
JANUARY 27, 2022

Motion by:**DIRECTORS SOLIS, HAHN, SANDOVAL, AND GARCETTI****Providing Critical Mental Healthcare and Connections to Housing on Metro's Transit System Motion**

Sandra Shells was an avid Metro rider and a dedicated public servant. As a 38-year veteran healthcare worker in the emergency room at the LAC-USC Medical Center, she was on the frontlines of the pandemic helping countless individuals get the healthcare they needed. On January 16, 2022, Ms. Shells tragically succumbed to injuries she sustained in an unwarranted and unprovoked attack that occurred while she was waiting for her bus at the Cesar Chavez Transit Pavilion near Union Station. She was on her way to work, during the Omicron surge, to provide lifesaving care to her patients like she had for 38 years, including nearly two years of the pandemic. Her loss is heartbreaking, and the violence she experienced is unacceptable and preventable.

No Metro passenger or employee should experience violence or even fear for their safety while using our transit system - but, too often, they do. In the case of Sandra Shells, her assailant was an unhoused individual with severe mental health needs, a demographic that is, unfortunately, all too common in Los Angeles County. As an agency dedicated to providing transit to all Angelenos, Metro also serves many of the 66,000-plus unhoused Angelenos, including those in need of mental healthcare.

Given the significant need to provide care and resources to unhoused individuals directly where they are located, the Department of Mental Health (DMH) offers multiple outreach services to provide on-site care. Psychiatric Mobile Response Teams (PMRT) consist of DMH clinicians who perform evaluations and provide services to individuals determined to be at risk of harming themselves or others or who are unable to provide food, clothing, or shelter as a result of a mental disorder. Law Enforcement Teams (LET) is a co-response model which pairs a DMH clinician with a specially trained law enforcement officer, to respond to 911 or patrol officer requests for assistance on calls involving mentally ill, homeless, or high-risk individuals. Homeless Outreach Mobile Engagement (HOME) teams provide Countywide field-based outreach and engagement services and intensive care management to persons experiencing homelessness who are mentally ill, living in homeless encampments, or frequent locations where outreach is not readily available. Homeless Outreach Teams (HOT) utilize PMRT staff to provide outreach and engagement to mentally ill homeless persons. Metro currently partners with co-response teams comprised through the Los Angeles

Sheriff's Department (LASD) Mental Evaluation Team (MET), the Los Angeles Police Department (LAPD) Homeless Outreach and Proactive Engagement (HOPE), the Long Beach Police Department (LBPD) and mental health clinicians.

In recognition of the growing need at the Metro system, Metro recently approached DMH with a proposal to enter into an agreement to engage more effectively with persons who are in cognitive crisis and in need of support while on the Metro system. With this partnership, the goal is for DMH's outreach teams to respond to calls for assistance whenever mental illness is reported or suspected within the Metro transit system, with the mental health experts focusing on de-escalation tactics and minimizing the potential for incidents involving force. To facilitate this collaboration, between Metro and DMH, in October of 2021, the Los Angeles County Board of Supervisors passed a motion directing DMH, in coordination with County Counsel, to work with Metro and negotiate an agreement for DMH and Metro to execute and operate co-response teams and psychiatric team services. The goal of this program is to begin implementation in early 2022 and scale up from there.

As the County continues its shift toward a care first approach, with an emphasis on de-escalation to minimize the need to use force, a multi-pronged approach is necessary to ensure the safety of our Metro community. In December 2021, the Metro Board authorized an additional \$75 million for its multi-agency law enforcement contract, however law enforcement funding alone is not sufficient nor is it the only solution. In addition to the partnership with DMH, Metro partners with Los Angeles County's Department of Health Services (DHS) on a comprehensive homeless outreach and engagement program in addition to a partnership with People Assisting the Homeless (PATH) to connect homeless individuals on Metro's system with adequate health, social, and supportive housing services. Since 2017, PATH teams engaged over 5,300 individuals and nearly half have been connected with interim housing. Over 500 individuals have been permanently housed through Metro's partnership with DHS/PATH. While these accomplishments are significant, there is much more Metro can do with its partners to connect with individuals on the transit system who need help and resources. Metro must immediately expand its outreach, provide adequate resources and treatment to high acuity individuals and those experiencing homelessness on the system, and expedite the development of the Alternative Crisis Response program to make our transit system safe and welcoming for all Angelenos.

SUBJECT: PROVIDING CRITICAL MENTAL HEALTHCARE AND CONNECTIONS TO HOUSING ON METRO'S TRANSIT SYSTEM MOTION

RECOMMENDATION

APPROVE Motion by Directors Solis, Hahn, Sandoval, and Garcetti that direct the CEO to:

- A. Immediately partner with the County to deploy the County's Multidisciplinary Homeless Outreach Teams (MDT) in collaboration with PATH, to conduct outreach to unhoused and high acuity individuals at the Cesar Chavez Transit Pavilion and throughout the Metro transit system. MDTs should work in partnership with additional County and City resources including but not limited to MET, MEU HOPE, HOST, PSAC, and DMH's Alternative Crisis Response teams including PMRT, LET, and HOME teams.

- B. Direct the CEO to immediately begin work with the Los Angeles County Chief Executive Office and DMH to conduct an assessment of the crisis response deployment on our Metro system with recommendations on how to best deploy available resources;
- C. Delegate authority to the CEO, or her designee, to work with the Los Angeles County Chief Executive Office and DMH to finalize the agreement pursuant to the Los Angeles County Board of Supervisors' October 19, 2021 motion to expand the Alternative Crisis Response program to provide services on Metro; and
- D. Report back in February and March 2022 with progress updates on the above directives.

WE FURTHER MOVE that the Board direct the CEO to return in March 2022 with recommendations to memorialize the life of Sandra Shells at the Cesar Chavez Transit Pavilion and to develop the plan in partnership with Ms. Shells' family, loved ones, and coworkers.



Board Report

File #: 2020-0429, **File Type:** Motion / Motion Response

Agenda Number: 37.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
JUNE 18, 2020**

Motion by:

DIRECTORS BONIN, GARCETTI, HAHN, DUPONT-WALKER, AND SOLIS

A Community Safety Approach to System Security and Law Enforcement

On March 13, 2020, Breonna Taylor, a 26-year-old emergency room technician, was killed in her home by a Louisville police officer who was carrying out a search warrant in the middle of the night. On May 25, 2020, George Floyd was killed by a Minneapolis police officer during an arrest for allegedly using a counterfeit \$20 bill. These deaths and many before them, including here in Los Angeles, have sparked demonstrations for racial justice and a national conversation about the appropriate role of police in our society and the particular threats faced by Black people during interactions with law enforcement.

Community leaders are demanding a shift in how agencies deliver public safety at every level of government. This includes reforming police practices as well as reallocating resources typically devoted to policing to other forms of community safety. In a transit environment, safety is typically provided through design, staff presence, aid station access, and law enforcement. Given recent events, it is prudent for Metro to reevaluate its safety strategies to ensure it is meeting the needs and expectations of our riders. Metro should work in partnership with community leaders to re-envision transit safety and community-based approaches to policing leading up to and as part of the 2022 renewal of the multiagency police contract.

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

RECOMMENDATION

APPROVE Motion by Directors Bonin, Garcetti, Hahn, Dupont-Walker, and Solis that the Board direct the Chief Executive Officer to:

- A. Establish a Transit Public Safety Advisory Committee. This committee should incorporate the existing Community Safety & Security Working Group and include additional perspectives that represent Metro’s ridership and advocacy organizations, including but not limited to racial,

cultural, gender, income, geography, immigration status, and housing status.

- 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:
1. A transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles.
 2. Alternatives to armed law enforcement response to nonviolent crimes and code of conduct violations.
 3. Greater community stewardship of transit spaces, such as supporting street vending in transit plazas.
 4. The Universal Blue Light program proposed in Metro's June 2018 ridership initiatives (BF 2018-0365).
 5. Education about and expansion of fare discount programs.
 6. Outreach and services for unhoused individuals.
 7. A shift of resources from armed law enforcement to the above strategies.
- C. Consult with the Advisory Committee when developing the new scope of services, budget, and other provisions of the multiagency police contract renewal.
- D. Report back to the Operations, Safety, and Customer Experience Committee in 90 days, and quarterly thereafter until the 2022 contract renewal. In the final quarterly report of 2022, include an external, third-party evaluation of the effectiveness of the Advisory Committee and a recommendation on whether it should continue.



Board Report

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

Agenda Number: 37.1.

**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.

#1

Initiative: Security (Blue Light) Call Boxes – “Call Point”**Public Safety Value:** Acknowledging Context**Project Description:**

Purpose: The Call Point unit is intended to replace existing telephone and intercom units, providing riders with more reliable communication and improving public safety on Metro. The Call Point Units will have:

- A blue light for greater visibility from all areas of the platform and mezzanine.
- Information and emergency buttons to allow calls for information to the Rail Operations Control (ROC) and calls for emergency assistance to be routed to Security Operations Center (SOC)
- Integrated CCTV camera

The initiative will be conducted in two phases:

The Phase 1 Pilot project will include a contract to design and install 3-9 Call Point units at two rail stations. Stations will be identified based on crime statistics, ridership, and ambient noise conditions.

Phase 2 is the systemwide deployment at each station and involves the installation of approximately 1,100 Call Point Units.

Background: Metro’s Women and Girls Governing Council identified a need for ‘blue-light call boxes’ on all of Metro’s platforms to provide a more visible and direct line to emergency and customers services. The initiative is supported by the “Understanding How Women Travel” Study (2019).

Anticipated Impact or Outcome: The units will provide greater visibility, improved information, and emergency communication capabilities within public areas of the stations.

Project Budget and Resources: Phase 1-Pilot: \$1.55m - includes proof of concept and customer survey. Expenditure to date: \$550,000

Phase 2-Systemwide Rollout: Cost estimate to be determined at the conclusion of Phase 1.

Timeline: Phase 1- Pilot: 7/21 – 9/23, Phase 2- Full Roll-Out: Will be determined at the conclusion of Phase 1.

Evaluation Criteria: Positive Customer Awareness (Survey), Quantity of Use (based on past use)

Area of impact:

Riders and Employees

Progress to date:

Phase 1 Pilot: Finalizing scope of work and cost estimate and preparing to advertise phase 1 contract. Drawings and specifications were developed to support Pilot phase 1 (2019). Selecting Pilot phase 1 stations based on crime statistics, ridership volume, ambient noise conditions.

Lead Department:

Maintenance & Engineering

#2

Initiative: Right of Way Intrusion Prevention**Public Safety Value:** Acknowledging Context**Project Description:**

Purpose: To initiate a study to develop recommendations to prevent intrusion onto Metro rail rights-of-way, including but not limited to subway platform-edge door (PED) systems. Items to include in the study are modifications to the train control system for precision stopping and Metro fleet for simultaneous opening of the rail car doors and the PEDs.

Background: Motion 26.2 requested a study to prevent intrusion onto Metro rail rights-of-way at Station platforms. The study included subway platform edge doors but is not limited to PEDs.

A review of PED systems for LA Metro was completed in February 2022. In 2012, Metro previously considered the use of the PEDs but had found that the ridership and operational requirements of the system would not justify the significant investment in such a system.

Metro currently has gates at the ends of all platforms to access the emergency walkways. These gates are equipped with an audible alarm and a strobe light. The emergency gate alarms feedback to the ROC, where a controller must acknowledge the alarm and therefore has the opportunity to pull the camera live feed and alert the inbound Operators.

An ongoing track intrusion detection project was recently advertised, and a contract will be awarded soon. This project will install a detection system using LIDAR technology to cover mainly the tunnel sections from Union Station through Wilshire/Western Station (8 stations).

Anticipated Impact or Outcome: Feasibility of intrusion prevention system to reduce track intrusions.

Project Budget and Resources: \$5,000

Timeline: Completed 2/22

Evaluation: Reduction of track intrusions

Area of impact:

Riders and employees

Progress to date:

Completed a review of platform edge doors.

Lead Department:

Maintenance & Engineering

#3

Initiative: Transit Ambassador Program**Public Safety Value:** Human-Centered, Compassion & Care, Diversity**Project Description:**

Purpose: Develop a pilot ambassador program to provide customer information and a friendly, knowledgeable presence on the system with contracted staff trained in public safety awareness and response. Metro would engage the services of specialized contractor(s), including Community Based Organizations, to develop, manage and operate the pilot transit ambassador program to deploy trained contract personnel. Including promotores, on Metro's buses, bus stops trains, and stations. The pilot program will provide additional eyes and ears on the Metro system and data to refine the program as we gain experience. The scope will include elevator attendants.

Background: Metro has committed to improving the overall customer experience on the transit system – and one way to enhance public safety is to provide a more visible presence of ambassadors to serve as information specialists that also observe and report incidents on the system.

Anticipated Impact or Outcome: Improved customer experience and visible presence.

Project Budget and Resources: \$20 million annually. \$40 million available for FY2023. No monies spent to date

Timeline: Transit Ambassador Scope of Work: In process. Anticipated RFP Release: 3/1/2022. Contract execution: 8/31/22. Ambassador Program launch: Fall 2022.

Evaluation Criteria: Increased rider and employee perception of security

Area of impact:

Riders and employees

Progress to date:

RFP to be issued 3/1/22

Lead Department:

OCEO/Customer Care

#4

Initiative: Elevator Attendant**Public Safety Value:** Human Center, Compassion & Care, Diversity**Project Description:**

Purpose: Consideration of 24/7 elevator attendant services as an effort to curb elevator misuse. This concept was investigated by developing a business case. The business case process resulted in standalone elevator attendants not being a feasible solution to the problem. The costs related to elevator attendants exceed allocated funds. There are other mitigations being investigated to reduce elevator misuse and provide good rider amenities, such as:

1. Equipping all elevators with cameras to allow elevator oversight – near completion; and exploring more durable material

Elevator attendants will now be included as part of the Transit Ambassador scope of work to reduce the costs of staffing elevators.

Background: Metro elevators have had escalated incidents of misuse and vandalism, significantly increasing maintenance costs and reduced availability to riders and staff. There are 151 elevators systemwide. 36 were installed with cameras originally. Since May 2021, 9 elevators on the B Line were modified to add cameras.

Anticipated Impact or Outcome: Reduction of elevator misuse, vandalism, and maintenance costs and increased elevator availability. Enhancing rider experience while improving safety, reliability, and cleanliness.

Project Budget and Resources: Camera pilot: \$1m. Expenditure to date for the installation of cameras is \$300,000.

Timeline: Camera installation in elevators: 5/2021 – 6/2023 (B Line)

Evaluation Criteria: Decrease in vandalism and increase in elevator safety

Area of impact:

Rider and Facility Maintenance

Progress to date:

Elevator attendants will be included in the Transit Ambassador Scope of Work.

Lead Department: Maintenance & Engineering (cameras) and OCEO (Ambassadors)

#5

Initiative: Bus Strategies: Operator Security**Public Safety Vision:** Diversity, Compassion & Care**Project Description:**

Purpose: Bus operator safety is a prime concern of Metro. Staff is in discussions with bus operations to identify initiatives. The following concepts are being implemented and could lead to further pilots and evaluation activities based on operator input and incident data:

- Law enforcement partners and SSLE Community Liaison are meeting weekly with bus operators to build relationships, discuss safety strategies, de-escalation techniques, and reporting processes
- Bystander Training for operators scheduled to roll out March 2022 will introduce operators to scenario-based training for response options to events on a bus
- Weekly newsletter to be distributed via email and at Divisions to address safety and security tips, wellness, emergency preparedness, and other relative topics
- Collaboration with Operations to collect and evaluate feedback from operators to better understand needs
- Consideration of deployment of Metro Transit Security on buses.

Background: There have been 195 assaults from January 2020 through December 2021, approximately 8.5 assaults per month, with operator assaults increasing later in 2021.

All buses have installed protection barriers, and it is mandatory for operators to use them. However, they don't protect operators when they perform duties out of the operator's seat.

Project Budget and Resources: \$1.5 million available for pilot projects

Timeline: Implementation. Narrow additional strategies by June 2022

Evaluation Criteria: Decreased operator assaults and an increased feeling of safety as reported by bus operators

Area of impact:

Employee Safety

Progress to date:

Concept development

Lead Department:

SSLE

#6

Initiative: Flexible Dispatch and Co-Location**Public Safety Value:** Human-Centered, Openness & Accountability, Diversity**Project Description:**

Purpose: Positioning a Los Angeles Police Department (LAPD) dispatcher at the BOC will enable LAPD calls by Bus Operators to be expedited, with real-time intelligence available to responding units. To implement this, BOC communication equipment (workstation and radio equipment) must be upgraded. Additionally, the dispatch services would be expanded to include the LAPD's Flexible Dispatch resources. Combining the two dispatch elements provides for increased bus operator access to law enforcement services and more effective routing of calls for appropriate response. The LAPD's flexible dispatch pilot program includes several dispatch scenarios, dependent on specific criteria assessed during an initial 911 call.

- First available law enforcement officer. For immediate threat situations, the first available officer would be dispatched.
- Divert 911 calls for potential suicide to a mental health provider. 911 calls from people experiencing suicidal thoughts will be diverted to certified mental health providers instead of LAPD officers.
- Uses Systemwide Mental Assessment Response Teams (SMART) for field response. The Systemwide Mental Assessment Response Team (SMART) response improves from a secondary responder to a co-responder. A SMART unit with a police officer and a LA County Department of Mental Health (DMH) clinician. Clinicians are trained to handle calls involving persons experiencing mental illness. Dispatching SMART resources at the front end of the call provides the opportunity to respond to a wider variety of mental illness incidents. The SMART unit relieves the patrol unit quickly, allowing them to return to field duties.
- Homelessness issue calls not involving crimes will be diverted to Los Angeles Homeless Services Authority (LAHSA). A police unit would no longer be dispatched unless there is a crime or other public safety issue involved.

Background: In June 2020, Metro's Bus Operations Center (BOC) asked the System Security & Law Enforcement (SSLE) department to co-locate a LAPD dispatcher at the BOC to enable direct communication access when addressing bus operator calls for assistance. The Customer Experience Plan identified the need for expedited access to mental health services and researched other agency programs for ideas, including the Eugene, OR, *Crisis Assistance Helping Out On the Streets* (Cahoots) program.

Anticipated Impact or Outcome: Enhanced response with proper resources

Project Budget and Resources: \$1.1 million for additional dispatch staffing to cover 20 hours per day, 7 days per week, and provide communications equipment. \$110,000 in equipment costs covered by grants

Timeline: Communication Equipment Installed: 1/2023, Anticipated In-service: 2/2023

Evaluation Criteria: Number of calls diverted for an appropriate response, Improved response to bus operator calls

Area of impact:

Riders and Employees

Progress to date:

Contract for design, furnish and installation of the BOC Communication equipment is in the procurement process.

Lead Department:

SSLE & M&E (Communication equip)

#7

Initiative: Homeless Outreach Program Improvements**Public Safety Value:** Human Centered, Compassion & Care, Diversity**Project Description:**

Purpose: Improve Metro’s Homeless Outreach model by engaging a consultant to support a two (2) phased approach to the program. Phase 1 would provide a comprehensive evaluation and recommendations related to the existing program and outreach framework, including cost-benefit analysis. Phase 2 would support the development of a revised framework and strategic plan for Metro’s programs and department vision, including recommendations around the expansion of homeless outreach, funding partnerships, and a potential hub or clearinghouse for outreach providers. This work directly connects to public safety as Metro’s homeless outreach programs need to be evaluated for effectiveness, and a portion of the homeless population exhibit behaviors that require a public safety response.

Area of impact:

Homeless, riders, employees, public

Progress to date:

Development of statement of work for Phase 1

Lead Department:

OCEO

Background: The existing strategy and framework for Metro’s homeless outreach and engagement hinges on a few different programs under the oversight of System Security and Law Enforcement Department. This function, now under OCEO, requires a thorough evaluation and strategic framework to clearly redefine Metro’s role in addressing homelessness as a C3 (community, city, and county) partner. Metro currently funds homeless outreach, supportive services, and interim housing without receiving local, state, or federal funding. Metro’s role needs to be reconsidered to connect the unhoused and increase their access to the ecosystem of homeless services. Engaging a strategic consultant to advise Metro on a strategic plan to clarify Metro’s role will expand Metro’s impact in the areas most needed.

Anticipated Impact or Outcome: Innovative funding ideas and a refined strategic approach to homelessness.

Project Budget and Resources: Phase 1: FY22 \$50,000 funds for Assessment Report and Findings, Phase 2: FY23 \$45,000 funds for new Strategic Plan and Program Model. No monies spent to-date

Timeline: Phase 1: 4/2022 – 6/2022, Phase 2: 6/2022 – 12/2022

Evaluation Criteria: Increased contacts and service delivery by outreach services, reduced number of incidents requiring law enforcement response, and customer experience survey response improvements re: perceptions of homelessness and safety.

#8

Initiative: Homeless Riders Short-Term Shelter**Public Safety Value:** Human Centered, Compassion & Care, Diversity**Project Description:**

Purpose: Metro’s homeless outreach and engagement contractor refers single male and female individuals to the temporary/interim shelter Home At Last (HAL) in South Los Angeles for immediate interim housing placement. With the shortage of available shelter space, the initiative is a short-term pilot program to temporarily increase short-term shelter bed availability in Metro’s service area. The shelter is located in South Los Angeles at 7900 S Western Avenue. HAL’s program includes full supportive services for residents in a secure facility, including specialized programming for those impacted by mental health crises and addiction, regular counseling, meals, laundry, showers, basic skills training, medical care, transportation to medical appointments, assessments, and housing-ready documentation assistance, and daily activities for residents. Within two weeks of the program’s inception, the majority of the beds were filled. In October 2021 – 81% of the beds were in use. Motion 26.2 Homelessness investments include \$2 million annually for short-term shelter for homeless riders. Nearly all of the FY 22 funds for short-term shelter have already been allocated.

Area of impact:

Homeless riders

Progress to date:

Complete

Lead Department:

OCEO

Background: Due to the COVID-19 crisis, in March 2021, Metro initiated a partnership with an emergency shelter Home at Last (HAL) to provide short-term housing for clients engaged on the Metro system. PATH outreach teams report that by 9 am, all the available shelter beds in LA County are filled. The lack of available shelter space persists and is exacerbated due to required COVID-19 testing, quarantines, and social distancing protocols implemented within shelters. This has become a roadblock to connecting Metro riders experiencing homelessness with the services and housing they need.

Anticipated Impact or Outcome: Access to additional short-term housing

Project Budget and Resources: \$4,480,000 to extend the program through June 30, 2022,

Timeline: HAL beds are funded through 6/22

Evaluation Criteria: Increased ability to meet short-term housing need

#9

Initiative: Homeless Outreach App**Public Safety Value:** Human Centered, Openness & Accountability**Project Description:**

Purpose: Metro's homeless outreach and engagement contractor deploys outreach workers to different encampment sites around the county. Encampments are typically located near Metro-owned Right of Way, Bus & Rail Divisions, and Metro/Caltrans Park-n-Ride lots. An App that allows service providers to track engagement and outreach would be helpful to coordinate outreach at encampment sites countywide. In Phase 2, this app will allow Metro and external parties to better coordinate outreach and track costs associated with response and clean-up efforts.

Background: The current process requires SSLE to respond to an encampment site and initiate the encampment clean-up protocol, including conducting outreach to individuals, securing the site, clean-up, and infrastructure upgrades. Some encampment response includes law enforcement engagement if individuals commit crimes or refuse to leave the Metro property. PATH teams are deployed at encampment sites around LA County at Metro-owned properties as the first step of the encampment response protocol. The encampments are assessed to determine potential impacts to Metro's transit operations and public safety impacts and determine if the individual(s) living in the encampments need services and housing. As of December 2021, there are 12 active encampment sites identified and monitored by Metro staff.

Anticipated Impact or Outcome: Better tracking and coordination of outreach efforts.

Project Budget and Resources: Annual App Licensing for 50 users is \$25,000 FY22 budget of \$25,000 has been expended.

Timeline: ITS approval for licensing 2/2022; Implementation of App 3/2022; Evaluate and report on app, usage, and coordination 12/2022

Evaluation Criteria: Improved cost monitoring, reduced rate of reoccurring encampments, reduced law enforcement involvement

Area of impact:

Homeless riders, employees, public

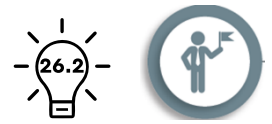
Progress to date:

In development

Lead Department:

OCEO

#10

Initiative: Social Work/Medical Student Outreach Program**Public Safety Value:** Human Centered, Compassion & Care, Diversity**Project Description:**

Purpose: Metro would identify schools to create a new partnership in workforce development with medical and social work students to support Metro's homeless outreach efforts.

Background: Metro utilizes multidisciplinary outreach teams to conduct homelessness outreach and engagement on the transit system. These teams include skilled professional outreach workers, case managers, clinicians, medical personnel, and addiction specialists. The industry of skilled professionals is experiencing a labor shortage, as many industries are also experiencing shortages. Adding medical and social work students to our portfolio of teams could be a lower-cost alternative to expand the number of outreach workers on the system while allowing students to gain valuable (and required) field experience to complete their specialized degree programs.

Anticipated Impact or Outcome: Increased presence of outreach workers on the Metro system and provide field work opportunities for students.

Project Budget and Resources: FY23: \$500,000 (estimate) No monies expended to-date.

Timeline: Identify Partner Schools 3/2022, Identify budget and develop program framework 5/24/2022, Potential Launch Fall/2022

Evaluation Criteria: Expanded outreach capability, improved metrics for initial contacts, and outreach

Area of impact:

Homeless riders, medical and social work students

Progress to date:

Explore partnership program model with SEPTA

Lead Department:

OCEO



#11

Initiative: CCTV - Ancillary Areas

Public Safety Value: Human-Centered, Openness & Accountability

Project Description:

Purpose: This initiative aims to minimize intrusion at the emergency exits at Red (B) and Purple (D) Line Rail Stations. This project would result in a video pop-up at the Rail Operations Center (ROC) and the activation of a pre-recorded messages on the speakers where the intrusion was detected. This project would also provide two-way communication between the ROC and the field. The small pilot system was tested for proof of performance and monitored for 6 months for the effectiveness of the pilot solution. Based on the intrusion logs, this pilot system had a success rate of 75% in deterring the unauthorized public from accessing the ancillary areas.

Background: Metro has been facing intrusion issues at emergency exits for all B and D Line Rail Stations. Metro SSLE requested the SCADA team and MOW Engineering to provide security enhancements at these emergency exits. Metro departments agreed to perform a pilot project on two emergency exits 6 and 6AB at Vermont/Sunset station with the highest intrusion statistics.

Anticipated Impact or Outcome: Reduction of intrusions into non-rider areas of Metro B and D Line facilities

Project Budget and Resources: Full Implementation Project Budget to be developed.

Timeline: Pilot project (design, installation, and monitoring) completed 2/2021. Timeline for full implementation to be developed.

Evaluation Criteria: Reduction of intrusions in non-public areas via emergency exits

Area of impact:

Employees and Metro facilities

Progress to date:

A small Pilot Project was implemented at Vermont/Sunset Station using in-house resources.

Lead Department:

Maintenance & Engineering

#12

Initiative: Live Video Feed**Public Safety Value:** Human-Centered, Openness & Accountability**Project Description:**

Purpose: Provide the capability to obtain live video feeds of reported incidents occurring on Metro's Bus and Rail vehicles. These live video feeds would be delivered to the BOC, ROC, and SOC in real-time. The live feeds would allow BOC, ROC, and SOC personnel to provide accurate and detailed descriptions of the ongoing situation to public safety dispatchers and/or first responders to improve their responses to calls for service. A separate pilot program is being considered to enable live video feed from riders' cell phones when reporting an incident on the Metro system.

Background: Live views of incidents on the Metro System could enable responders to better prepare and respond to incidents. This technology would require minimal investment in infrastructure; however, it relies on cell phone coverage and the caller granting access to their phone and data. This initiative would be a potential alternative to modify existing technology on Metro vehicles and infrastructure to make the delivery of live video feeds possible from the vehicles.

Anticipated Impact or Outcome: Improved preparation and response from incident responders, Improved safety for incident responders

Project Budget and Resources: Budget to be developed. No money has been expended to date.

Timeline: In the conceptual phase.

Evaluation Criteria: Increase of capacity of appropriate response

Area of impact:

Employees, riders, first responders and public

Progress To Date:

Conceptual design.

Lead Department:

Maintenance & Engineering

#13

Initiative: Bus Public Safety Strategies-Bus Stop Lighting**Public Safety Value:** Acknowledging Context**Project Description:**

Purpose: Lighting is a critical element of helping riders feel safe while waiting at bus stops at night. Well-lit bus stops help deter crime and improve rider perceptions of safety. Adequate lighting at bus stops also helps avert pass-ups by bus operators. The bus stop lighting would prioritize stops based on crime statistics and high volume.

Background: The need for bus stop lighting is a pain point cited in the 2022 CX Plan and 2019 How Women Travel Study. Currently, less than 1% of stops served by Metro have dedicated lighting. The balance of the stops depends on ambient or nearby lighting, which is unreliable and not under Metro control.

Anticipated Impact or Outcome: Increased perception of safety and decreased crime at Metro bus stops.

Project Budget and Resources: FY 22 and FY 23 -\$1.5 million each year to supplement grants and other sources.

Timeline: Phase 1: 80 bus stop lights- July 2022-July 2023, Phase 2: to be determined based on funding

Evaluation Criteria: Crime statistics at lighted bus stops, Improved rider perception of security

Area of impact:

Riders

Progress to date:

Concept development and grant applications submitted

Lead Department:

Sustainability



#14

Initiative: Fare Equity Mystery Shopper**Public Safety Value:** Human Center, Compassion & Care, Diversity**Project Description:**

Purpose: Deploying an audit of fare compliance on the system via a mystery rider program will support fair and equitable fare compliance that is defined by a methodology that is neutral to economic and social status, gender, and race.

Background: A disproportionate share of riders cited for fare evasion are African-American males. Using contracted staff to observe first-hand what is occurring in the field will provide feedback to develop and refine a fair and equitable program of fare compliance and eliminate racial inequities.

Anticipated Impact or Outcome: Improved fare compliance program free of racial inequities and harm.

Project Budget and Resources: \$124,000 for 100 rail observations and 100 bus observations per month.

Timeline: Ongoing

Evaluation Criteria: Data gathered from (Fare Equity) Mystery Shopper contributes to a more equitable fare compliance program

Area of impact:

Riders

Progress to date:

Implementation

Lead Department:

Civil Rights



#15

Initiative: Situational Awareness Simulator**Public Safety Value:** Diversity, Care & Compassion**Project Description:**

Purpose: The uses of the force options simulator include aiding in developing appropriate decision-making, using customized scenario training in a multitude of applications for Metro Transit Security. These applications include but are not limited to lethal force (pistols), marksmanship and practice qualifications, less-lethal force (Taser/ECDs, batons, OC, and other options), verbal de-escalation, implicit bias, sexual harassment and many more.

Background: Metro identified training as a key pillar in maximizing public safety and ensuring officers are mentally and physically prepared to meet the demands of their job. Priorities include de-escalation techniques and making split-second complex decisions that may call for advanced tactics and coordination. To support training, several force option simulator systems were evaluated in April 2021.

Anticipated Impact or Outcome: Improved performance by security personnel, ability to leverage training using technology, reduction in Metro liability, increase in rider satisfaction due to improved response, and increased training capacity by using technology.

Project Budget and Resources: \$250,000 estimate

Timeline: RFP 2/28/22, Contract Award: 5/16/22

Evaluation Criteria: Enhance competency in complex response situations

Area of impact:

Riders and employees

Progress to date:

RFP in process

Lead Department:

SSLE



#16

Initiative: Early Warning Tracking Software**Public Safety Value:** Openness & Accountability**Project Description:**

Purpose: Early warning software management system will provide a proactive management tool to identify, track, and manage all data associated with Metro Transit Security operations personnel. The software system will manage training records, investigation case management, equipment records, report management, and officer profile information. The software will also establish a management application to track personnel complaints and use of force investigations.

Some information captured with the software will be utilized for reporting on the public-facing dashboard initiative.

Background: Consistent with the recommendations from the Public Safety Advisory Committee (PSAC), SSLE recognizes that transparency and accountability are key pillars in reimaging public safety efforts. Solid data is required to enhance the accountability of personnel and provide transparency.

Anticipated Impact or Outcome: Enhanced transit security accountability

Project Budget and Resources: \$59,000 for a 3-year contract

Timeline: Software Implementation 5/2022

Evaluation Criteria: Advanced knowledge, through accurate data, of problem behaviors or trends

Area of impact:

Security staffing

Progress to date:

Implementation

Lead Department:

SSLE

#17

Initiative: Mental Health Co-Response Teams**Public Safety Value:** Human Center, Compassion & Care, Diversity**Project Description:**

Purpose: Develop a new program with LA County Dept. of Mental Health (DMH) exploring the feasibility of expanded mental health response services to include civilian psychiatric medical response teams on the Metro system. This effort will determine the level of need for providing the most appropriate resources for those suffering cognitive crisis or impairment while on the Metro system or property and diverting non-criminal calls away from law enforcement to a mental health evaluation team.

The Department of Mental Health will assess the Metro system and make recommendations for the DMH program's scope of work and operational details based on an assessment of Metro's current conditions related to mental health needs which will include a review of current services utilized by Metro and other available Countywide resources provided as a general service to Los Angeles County. DMH will also support Metro with Community Mental Health Ambassadors. The DMH+UCLA Prevention Center of Excellence will provide training support for MTA personnel to build up their capacity to identify mental health concerns on the system and trigger proper responses from clinical providers.

Background: Metro currently contracts for 22 Mental Health Evaluation teams through the law enforcement contracts. (10 LASD, 10 LAPD, 2 Long Beach PD) Realigning responsibilities and oversight from law enforcement to the DMH will result in a more appropriate response. On 10/9/21 DMH was approved by the LA County Board of Supervisors to enter into an agreement with Metro. In December 2021, a draft agreement was developed with DMH and circulated internally for review. Pilot program planned with current LASD MET teams however exploring feasibility of expanding the scope of the work so that it could include other programs (i.e., LAPD HOPE & Long Beach PD's Quality of Life), Exploring adding civilian co-response teams.

Anticipated Impact or Outcome: Appropriate deployment of resources

Project Budget and Resources: Cost estimate under development from the DMH.

Timeline: Deployment of Community Mental Health Ambassadors Summer 2022

Evaluation Criteria: Positive customer experience survey responses (Rider satisfaction)

Area of impact:

Riders and employees

Progress to date:

Concept development

Lead Department:

SSLE

#18

Initiative: Modernize the Infrastructure Protection Contract**Public Safety Value:** Human Center, Compassion & Care, Diversity**Project Description:**

Purpose: The RMI Security Services contract requires revisions to align it with current Metro initiatives and vision. The changes to the RMI scope of work include feedback from PSAC, such as:

- Prohibition to assign any security guards to Metro that a law enforcement agency previously terminated.
- Expansion of background checks to include psychological testing.
- Utilization of an early warning software system that flags multiple complaints and/or use of force incidences.
- Enhanced security personnel training to include Implicit Bias, How to Better Serve Persons with Disabilities, including Mental and Development Disabilities, How to Assist Unsheltered Persons, and Excellence in Customer Service.
- Provide security personnel with new uniforms to promote a more approachable, less militaristic appearance and assist the visually impaired for easier identification.
- Inclusion of technology to provide for instant incident reporting and video recording; and
- Implementation of the principles of Campaign Zero “Eight Can’t Wait.

Of note, the new RFP for Infrastructure Protection services will include the changes noted above as well as reintroduce the piloting of unarmed response, with a minimum of 10% of the deployment of infrastructure protection security responding unarmed.

Background: In December 2021, the Board approved executing Contract Modification No. 9 to Contract No.PS560810024798 with RMI International, Inc. (RMI) to increase the not-to-exceed contract value by \$19,000,000, extending the performance period from April 1, 2022, to September 30 2022, and modify the current scope of work to align with the move towards reimagining public safety.

Anticipated Impact or Outcome: More effective and appropriate response by security staff

Project Budget and Resources: \$19M for services from April 1, 2022, to September 30, 2022.

Timeline: Revised Statement of Work 2/28/22

Evaluation Criteria: Security staff response aligns with Metro public safety vision

Area of impact:

Riders and employees

Progress to date:

Contract modification

Lead Department:

SSLE



#19

Initiative: Child Safe Campaign**Public Safety Value:** Human Centered**Project Description:**

Purpose: In an effort to improve safety of K-12 students using the Metro system, Metro and law enforcement are partnering to market and advertise the following safety messages to youth riders:

1. **Know your route** – Be confident about where you’re going and how to get there. Plan your route ahead of time and leave early so you’re not rushed. Be extra careful walking in front of vacant buildings/lots, alleys, and overgrown areas.
2. **Ride with a buddy** – There is safety in numbers. Whenever possible, walk and ride with a friend or in a group and stay together while waiting for the bus or train.
3. **Be aware of your surroundings** – Stay in well-lit areas. Don’t just focus on your phone, keep one earbud out of your ear so you can hear what’s going on. If you see someone acting in a way that makes you uncomfortable, quietly move away – go to another part of the platform, sit closer to the bus/train operator, switch train cars at the next station, etc. Share your concern with Metro Staff or record on the Transit Watch app.
4. **Keep your personal belongings safe** – take your backpack off and put it on your lap or at your feet. Keep any valuables securely hidden in your bag. Be careful with your phone and other devices, especially when standing near transit vehicle doors.
5. **See Something? Say Something** – Know how to get help. If you don’t feel safe, whether someone has touched you inappropriately, your friend is being harassed, you’re worried about the well-being of someone on the bus/train, or there’s something else causing you not to feel safe, please let us know and someone will respond right away.

Information has been shared electronically via email to registered users of GoPass. Law enforcement partners will continue to identify outreach and engagement opportunities at schools within proximity to transit stations.

Background: Phase 1 of the Fareless System Initiative went into effect in October 2021, welcoming a new population of young riders to the system. Communication opportunities to reach these riders are important to teach them about security awareness.

Anticipated Impact or Outcome: Improved safety for young riders

Project Budget and Resources: In-house, approximately \$20,000.

Timeline: Youth webpage 2/28/22, Outreach ongoing

Evaluation Criteria: Customer survey indicates effective messaging

Area of impact:

Young riders

Progress to date:

Implementing Webpage and Communication Campaign

Lead Department:

SSLE



#20

Initiative: Bystander Intervention Training

Public Safety Vision: Human Centered

Project Description:

Purpose: The purpose of this initiative is to develop a program to train employees and riders on what to expect during a security incident, how to be a good witness, how to protect themselves and others best, and what resources are available to assist them following an incident. Initially, this training will be offered as a voluntary class through Metro's eLearning portal. All Metro employees will be encouraged to participate. To engage riders, plans include incentives to encourage participation such as free or reduced passes or promotional giveaways. A version of this program will be incorporated in the Children Travel Safe Campaign and the Women Travel Safe Campaign.

Background: . SSLE personnel have attended and reviewed outside training sessions such as Hollaback! Training, a free bystander intervention training, to better inform the design of a customized Metro program. In December 2021, an initial lesson plan was produced combining knowledge from Hollaback! classes and existing Metro public safety training modules.

Anticipated Impact or Outcome: Improved employee and rider response during incidents

Project Budget and Resources: In house, approximately \$50,000

Timeline: Training materials content completed for internal review 2/15/22, Training available 3/15/22

Evaluation Criteria: Participation data will be tracked and used for trend analysis of incident outcomes, rider and employees' feelings of safety and security on the system.

Area of impact:

Riders and employees

Progress to date:

Training module and materials approximately 50% complete

Lead Department:

SSLE

#21

Initiative: Law Enforcement Commuter Engagement Teams**Public Safety Value:** Human Centered, Compassion & Care, Diversity**Project Description:**

Purpose: Law Enforcement partners are encouraged to develop commuter engagement teams. LASD will introduce the Commuter Enhancement Team (CET) as a pilot project. This reimagined concept of transit policing provides high visibility, focusing on heavy commuter traffic timeframes. The CET will be staffed with deputies who “commute” with the transit riders, emphasizing friendly engagement with the commuter community. This will help to break down the stereotypical barriers of engaging with law enforcement. CET deputies will be a friendly face on the rail and bus system, highly visible, to enhance the safety of commuters through visible prevention and deterrence. CET deputies will be entirely foot beat-based, departing from either the Rail Operations Center (ROC) or Irwindale Substation and remaining on the system throughout their shift. The CET will be staffed by shifting the patrol time minutes from the weekend to the weekday deployment at no additional cost to Metro. The CET will modify the deployment strategy to position deputies to cover high ridership. This shift is supported based upon historic ridership (based upon pre-covid data), in addition to calls for service and responses. As an example, currently, we staff the same number of deputies on Sunday AM as we do on Wednesday AM, even though there is less ridership and less traffic (i.e., quicker response times) on Sundays.

Background: LASD TSB deploys 109 field patrol deputies daily to meet the staffing obligations of the contract, not including specialized teams. The duties of TSB field patrol deputies include handling calls for service, conducting train and bus rides, train station platform checks, boarding buses, writing reports, making arrests, and other regular patrol functions. One of the most beneficial aspects of sworn law enforcement on the system is served not through enforcement but prevention. The presence of uniformed, sworn officers help deter crime, provide an aura and feeling of safety for some riders and employees, and enhances the overall riding experience. Based upon existing staffing levels, the continual presence of sworn officers on the trains can be difficult. Although LASD strives for and requires our transit deputies to ride the train, presently, we do not employ a full-time train riding team.

Anticipated Impact or Outcome: Increased rider perception of security, better coverage at high ridership times and locations

Project Budget and Resources: None – redeployment of existing personnel

Timeline: Roll out 4/2022

Evaluation Criteria: Rider satisfaction, Increased on-train security

Area of impact:

Riders and employees

Progress to date:

Implementation

Lead Department:

SSLE



#22

Initiative: Narcan for Metro Transit Security

Public Safety Value: Human-Centered, Openness & Accountability

Project Description:

Purpose: This program will properly train Metro Transit Security Department personnel with the ability to safely intervene when responding to a medical emergency of an opioid overdose. Narcan, a brand name for Nalaxone, is an opioid antagonist designed to reverse the respiratory depression caused by an overdose of opioids. Training shall be conducted by a current certified first aid instructors in how to recognize the signs and symptoms of an overdose, how to administer the medication, appropriate steps after administration of the medication. and necessary reporting procedures. Los Angeles County Metropolitan Transportation Authority. County Counsel has reviewed and approved the policy. Security personnel's deployment and administration of naloxone are protected under the Good Samaritan law in the State of California.

Background: The use of naloxone, or NARCAN, is an effective tool to reverse the effects of a potentially fatal overdose. This program will equip Metro Transit Security Officers with lifesaving medication and necessary training to administer the medication to individuals suffering from a potential overdose. Overdoses affect all populations; however, those suffering from addiction, homelessness, and mental illness are particularly vulnerable. Additionally, security personnel may be inadvertently exposed to fentanyl or other opioid and experience an accidental overdose. Having this medication readily available may prevent an accidental overdose from becoming fatal.

Anticipated Impact or Outcome: Life safety for impacted riders and employees

Project Budget and Resources: None – county grant funded

Timeline: Implement program and training of Narcan 3/1/22

Evaluation Criteria: Data will be collected after each use of naloxone. Details such as date, time, location, general patient information (excluding HIPPA data) will be tracked.

Area of impact:

Riders and employees

Progress to date:

Implementation

Lead Department:

SSLE

#23

Initiative: Modernize the Code of Conduct**Public Safety Value:** Human Centered**Project Description:**

Purpose: The Metro Code of Conduct is in place for the safety and comfort of all rides that use the system. The clearer, and more concise the expectations, the easier the Code of Conduct is to communicate and for riders to comply.

Background: The Code is a combination of criminal and administrative violations. During 2020-21, the impacts of COVID caused Metro Transit Security (MTS) to reevaluate how Metro responded to minor violations of the code of conduct. Rather than enforcement, Metro Transit Security took a more educational role in addressing violations and sought voluntary compliance for infractions. MTS resumed broadly enforcing the Code of Conduct last Fall. Additionally, as Metro reimagined public safety and reviewed the data associated with citations issued for Code of Conduct violations, data trends indicated racial inequities in enforcing the code of conduct across the system. An assessment of the Customer Code of Conduct is underway.

Anticipated Impact or Outcome: Equitable enforcement strategies minimize potential for confrontation, and enhance the system's overall rider and operator experience.

Project Budget and Resources: \$10,000

Timeline: Review of Code of Conduct recommendations 4/22

Evaluation Criteria: Trend analysis of citations will be tracked for equitable compliance

Area of impact:

Riders and employees

Progress to date:

Implementation

Lead Department:

OCEO



#24

Initiative: Body Worn Video for MTS

Public Safety Value: Human-Centered, Openness & Accountability

Project Description:

Purpose: Body Worn Video (BWV) has become a best practice for many law enforcement agencies nationally. The benefits of a BWV system include BWV enhancing criminal investigations and human rights and fairness related to riders utilizing the public transit system. BWV can protect the public and employees alike. The BWV system is being considered for Metro Security Staff.

Background: A BWV program was initiated in February 2021 to be part of a suite of Transit Security Personnel equipment. This equipment would include a taser, BWV), and an evidence management system. A Test and Evaluation (T&E) of one (1) month, possibly longer, is being considered before finalizing the adoption of a BWV system.

Anticipated Impact or Outcome: Increased transparency, integrity, and safety for Transit Security Personnel and the public.

Project Budget and Resources: Equipment - \$1.75m plus \$500K, storage/management = \$2.25M start up, Storage, maintenance, and management is \$500K annually

Timeline: Procurement preparation 2/28/22, Contract award 5/9/22, Training 5/22/22

Evaluation Criteria: Positive input for incident investigations

Area of impact:

Riders and employees

Progress to date:

Scope development

Lead Department:

SSLE

#25

Initiative: Unconscious Bias Training**Public Safety Vision:** Diversity, Compassion & Care**Project Description:**

Purpose: The objective of the training is to ensure all Metro Transit Security Officers recognize implicit bias and promote a culture within the Transit Security Department of equity, openness, and positivity. The training will expose Transit Security Officers to the existence of implicit bias and teach officers to identify their own personal implicit biases and how to adjust their behaviors to minimize or eliminate biases. Initial Unconscious Bias Training was provided to SSLE staff in September 2020. All current Transit Security Officer received their initial Unconscious Bias training by December 2020 and quarterly refresher training has been implemented.

Background: The death of George Floyd in May 2020 was a catalyst for civil unrest across the nation. Metro recognized that training in unconscious bias would educate Transit Security Officers to apply diversity, equity, and inclusion initiatives. This training will support other Metro initiatives to improve racial justice and inequities. In September 2020, SSLE assembled an Unconscious Bias Training program for the Transit Security Officers. The quarterly training material was vetted through Metro's contracted psychologist.

Anticipated Impact or Outcome: Improvements in reported or detected bias incidents

Project Budget and Resources: Paid out of SSLE Budget, approximately \$17,000

Timeline: Ongoing quarterly training.

Evaluation Criteria: Positive trend in reported incidents of bias

Area of impact:

Riders and security staff

Progress to date:

Training implemented

Lead Department:

SSLE



#26

Initiative: Public Safety Awareness Campaign**Public Safety Value:** Human Centered**Project Description:**

Purpose: Increasing public awareness of the new approach to Public Safety, including free Metro Apps and training. Promotion of the Transit Watch App, Bystander Training, and inform our riders of the SOS features on smartphones.

Background: Metro has many security apps and training options to support rider security awareness and reporting. With Covid, and the reduction of ridership, highlighting the resources will remind riders what is available and how to use the resources.

Anticipated Impact or Outcome: Increased security awareness and use of resources.

Project Budget and Resources: \$250,000

Timeline: Transit Watch Campaign 3/14/22, Bystander Training 3/15/22, Smartphone SOS 3/16/22, Ambassador and Mental Health Outreach Teams Campaign (Summer 2022)

Evaluation Criteria: Increased app downloads and use, positive customer survey

Area of impact:

Riders

Progress to date:

Campaign development

Lead Department:

Communications/Marketing



#27

Initiative: Public Safety Dashboard

Public Safety Value: Openness & Accountability

Project Description:

Purpose: Accountability and transparency are key pillars in reimagining public safety. An accurate public-facing dashboard will provide the public with timely information regarding security activities, crime, demographics, use of force incidents and complaints. The dashboard anticipated to pull data from each law enforcement and security staff component, presented clearly, accurately, and concisely. There are challenges to aggregating the data as each agency collects and classifies their data using different methods. Metro ITS and analysts have been meeting with each agencies' crime analysts and programmers to develop solutions to harmonize the data and potentially automate the process.

- Phase I: Implementation of prototype Safety Dashboard for public access: board report data displayed (e.g., demographic data related to citations and warnings); link to law enforcement agency websites (crime stats); link to Metro Transit Watch app; links to safety awareness tips, guides, and updates
- Phase II: Comprehensive and interactive Metro Power BI Dashboard for public access: crime data disaggregated by race and gender; equipment and software configuration to support external agency connectivity; GPS data related to incidents; interactive reporting and chat feature.

Background: Making data available to the public provides transparency for the public but is ineffective if the data is not accurate and disaggregated by race and gender. To achieve a public facing dashboard, the data streams from each agency must be evaluated and inconsistencies addressed. As of November 2021, some programming and data collection issues with LAPD's data have been identified, and changes have been implemented. LASD and LBPD's crime data issues will also be addressed using lessons learned from LAPD's issues. Metro Transit Security data is anticipated to be the easiest to incorporate as it will be captured in a new software system under acquisition.

Anticipated Impact or Outcome: Increased transparency of public safety activity

Project Budget and Resources: Phase I: No initial funding required; the internal Metro team can support. Phase II: Metro internal and external contract resources required at 2 FTE and 2 Contract Technology Staff. \$225K for initial consultant services (FY23); \$1.25M for equipment & configuration of the final design (FY24); 2 FTEs and approximately \$100K annual maintenance (FY24). (None spent)

Timeline: Phase I: Implementation of the beta site: May 2022. Focus group and customer experience evaluation: August 2022. Phase II: Planning and design: September 2022 launch with contract support. Implementation: March 2023.

Evaluation Criteria: Accurate, supportable data

Area of impact:

Accountability and oversight

Progress to date:

Synthesizing data

Lead Department:

SSLE

LA Metro Public Code of Conduct Review

LA Metro is assessing its public-facing code of conduct with the goal of reimagining a code of conduct that is more accessible and customer centric. The review presented in this document includes an evaluation of codes of conducts across different industries, including public transportation, for their content, distribution methods, accessibility, and reach in both physical and digital space. This review identified a few key areas in which LA Metro could focus its code of conduct assessment efforts.

1 Code of Conduct Comparison

Codes of conduct (see Section 1.1 for other commonly used terms), should be a concise list of rules that are used to control the safety, security, and quality of life of people while utilizing the space to which they apply. Codes of conduct can be backed by an administrative or civil penalty and enforced by security, police, and/or a combination of staff. Most U.S. public transportation agencies have similar baseline rules enhanced by whatever specific rules are required for that particular system, such as tunnel trespassing or ferry operations. New rules may also be added by an entity in response to a changing environment, such as requiring a mask or face covering and prohibiting sneezing and coughing on others as a result of public health emergencies (see Section 1.3 for additional discussion). Table 1 outlines various common code of conduct areas covered by a range of example transit agencies who post their codes of conduct online. Table 2 provides two examples of codes of conduct from the mall industry that are available online.

Table 1. Example Common Code of Conduct Areas by Transit Agency

Conduct Area	Transit Agency										
	BART	CATS	MCTS	MSP Metro	NY MTA	SACRT	Sound Transit	TriMet	UTA	Valley Metro	WMATA
Designated seating			X	X	X	X	X	X			X
Distract, disrupt driver or service	X		X	X	X		X	X	X	X	
Eating, drinking restrictions	X		X	X	X	X	X	X	X	X	X
Flammable substances, hazardous materials	X	X			X	X	X		X	X	

Conduct Area	Transit Agency										
	BART	CATS	MCTS	MSP Metro	NY MTA	SACRT	Sound Transit	TriMet	UTA	Valley Metro	WMATA
Harass, disrupt others ¹	X					X	X	X		X	
Correct Fare, Paid Fare Area	X		X	X	X	X	X	X		X	
Littering	X	X			X	X	X			X	X
Loitering, vagrancy		X			X					X	
Loud music, conversation, noise	X	X	X	X	X	X	X	X	X	X	X
More than one seat			X	X	*		*		*		
Non-service animal restrictions	X	X	X	X	X	X	X	X		X	
Required clothing, shoes	X		X	X		X	X		X	X	X
Respect the ride, others			X	X	X	X	X				
Skateboarding, scooters, rollerblades		X			X	X			X	X	
Soliciting, non-transit activities	X	X			X	X	X			X	
Spit, urinate, defecate	X	X				X			X	X	
Smoking, alcohol, other drug use	X	X	X	X	X	X	X	X	X	X	X
Stroller, carts, baggage storage			X	X	X	X	X	X	X	X	
Trespass	X	X			X						
Vandalism, graffiti	X	X			X	X			X	X	
Violence, including threat of	X		X		X	X			X	X	
Vulgar language, gestures	X	X	X	X	X				X	X	
Weapons	X	X			X		X				

See Appendix B for additional references and links to code of conduct.

* Agencies with the asterisk reference no lying down or feet on seats but do not specify more than 1 seat as a blanket statement.

¹ Between its 2013 posted code of conduct and its 2021 update, BART added to its list of prohibited acts “sexual harass[ment of] a BART employee or passenger (non-criminal)” in addition to the previously included prohibition of “treaten[ing], harm[ing] or assault[ing] a BART employee or passenger.” This addition could be considered an example of a transit agency updating its code of conduct in response to a changing environment, as the transit industry as a whole has seen an increase trend in harassment and assault of its operators over the past several years and especially during the COVID-19 pandemic.

Table 2. Example Codes of Conduct from the Mall Industry

Simon Mall Properties, Indianapolis, IN ²
<p>Thank you for choosing a Simon shopper center as your destination for shopping, great food, and entertainment. It is our desire to provide you with an enjoyable and delightful shopping experience. We ask all of our guests to conduct themselves in a respectful way in accordance with the code of conduct and all laws and local ordinances.</p> <ul style="list-style-type: none"> • Wear appropriate clothing. Hoodies are acceptable. • Disruptive behavior is prohibited. • No weapons. • Possession of open alcoholic beverages, except in designated areas, is prohibited. • No solicitation. • No pets (except service animals). • Engaging in non-commercial expressive activity, not sponsored by the center, is prohibited. • Smoking, except in designated areas, is prohibited. • No loitering. • No photographs or video recordings of any kind for commercial use. Video is acceptable for non-commercial and non-disruptive purposes. • Use of transmitters, radar, lasers, beacons, cellular triangulation, GPS, Wi-Fi, Bluetooth, magnetic or barometric technologies, or geographic information systems of any kind to capture geographic location or spatial data for commercial use is prohibited.
West Roads Mall, Omaha, NE ³
<p>This center is committed to providing an enjoyable shopping experience for our guests.</p> <p>While visiting this mall, the following general activities will not be accepted:</p> <ul style="list-style-type: none"> • Violations of the law • Any activity that threatens the safety of our guests, tenants and/or employees • Any activity that threatens the well-being of the property • Any activity that disrupts our pleasant, family-oriented shopping environment • Any activity inconsistent with the general purpose of the property, which is shopping, dining, visiting theaters or offices for business purposes • Any activity that would disrupt the legitimate business of the property and its tenants <p>Examples of specific activities that are prohibited include but are not limited to:</p> <ul style="list-style-type: none"> • Disruptive profanity, vulgar or threatening language • Unnecessarily blocking walkways, roadways, or storefronts • Running, horseplay or disorderly conduct of any nature • Excessive loitering • Operating unauthorized recreational and/or personal transportation devices in the shopping center • No firearms or illegal weapons

1.1 Ownership and Control of Codes of Conduct

Where a transit agency’s code of conduct resides within the agency and who “owns” it can impact the code’s content, format, distribution, and overall effectiveness. In a search of codes of conduct available online, ownership was not always clear, but it generally appears that the transit agency itself owns and controls the code of conduct,

² <https://www.simon.com/legal/code-of-conduct>

³ <https://www.westroadsmall.com/en/code-of-conduct.html>

typically through the Office of the CEO/General Manager, though other departments or divisions may be engaged in updates or revisions. It is typical that the agency board of directors has the ultimate approval of code updates or changes. This is true even when the underlying code or law is owned by another agency such as a city or State. In TriMet's case, the agency controls its code of conduct, which is backed up by TriMet code and City code. Information on this topic is limited online; additional information on code of conduct ownership and control is pending further input directly from transit agencies.

1.2 Terms for Code of Conduct

Terms for codes of conduct vary by organization and across industries. Common terms are listed below.

- Code of Behavior
- Rules of Conduct
- Abide to Ride
- Rules and Etiquette
- Standard Procedures
- Rules Conduct and Behavior
- Code of Ethics
- Guidelines
- Code of Practice
- Common Sense Guidelines⁴

1.3 Updating Codes of Conduct in Response to the COVID-19 Pandemic

Due to the current COVID-19 pandemic risks and new information for rider and operator health and safety, some transit agencies are updating their codes of conduct and adding precautions to protect passengers and staff. Figure 1 shows an example sign about wearing a face covering.

⁴ King Metro Guidelines <https://kingcounty.gov/depts/transportation/metro/about/safety-security/code-of-conduct.aspx>

Figure 1. Example Communication for Wearing a Face Covering on a Transit Vehicle*New Jersey Transit advertisement to riders (April 2020)*

The American Public Transportation Association (APTA) published a guide⁵ to safeguarding riders and employees during the COVID-19 pandemic. The guide includes recommendations that can be incorporated into transit agency codes of conduct and communication strategies. Examples include:

- Identify and implement persuasive messaging to encourage rider vigilance with wearing masks/face coverings and physical distancing, considering the CERC framework as a resource: <https://emergency.cdc.gov/cerc/>
- Adapt and apply the communication tools and resources provided by CDC: <https://www.cdc.gov/coronavirus/2019-ncov/communication>
- Communicate boarding considerations such as “rear door boarding only” and/or “face covering required” on transit vehicles with the destination sign and automatic voice announcements inside/outside of vehicle at every stop.
 - Frequent operator and station announcements (through the public address system) about:
 - (1) Precautionary measures the agency is taking.
 - (2) The value of passengers maintaining a log of their transit trips, including time of trip, vehicle number, route, seating position, number of riders, etc.; riders with smartphones can document with one or two photos when on the vehicle.
- Create a COVID-19 “Rider Responsibility” campaign, using all available media, centered on the following messages:
 - Do not ride if you have any indication that you might be ill or have been exposed to someone with COVID-19; if riding transit is your only way to get help, wear a mask/face covering, cough into your elbow, and minimize touching surfaces with your hands.
 - During any local “stay-at-home” period, only use public transit for essential trips.

⁵ [https://www.apta.com/wp-content/uploads/COVID-19 Transit Guide REVISION-2020_08_11.pdf](https://www.apta.com/wp-content/uploads/COVID-19_Transit_Guide_REVISION-2020_08_11.pdf)

- Wear a mask/face covering
- Physical distance from other customers.
- Avoid interactions with the operator/conductor/engineer and respect his/her need to distance from passengers.
- If you feel uncomfortable on a specific vehicle for whatever reason, get off and take the next vehicle.

1.4 Accessing Codes of Conduct Online

The example codes of conduct referenced in this section are all available online, but the ease of finding them varies. Table 3 summarizes the ease of accessing each of the codes of conduct included in Table 1 as well accessing LA Metro’s code of conduct. Ease of access is assigned a rough order of magnitude value evaluated using the combination of how many “clicks” it takes to navigate to the code of conduct from a transit agency’s home page. When codes of conduct could not be located by navigating the website, an attempt was made to search “code of conduct” and “rider rules” in the transit agency website’s search function. In several cases, the codes of conduct were only found using outside search engines (e.g., Google). In general, the most intuitive location for posting online codes of conducts was found to be under the agency’s equivalent of “How to Ride” or “Plan Your Trip.”

Table 3. Ease of Accessing Codes of Conduct Online

Transit Agency	Ease of Access	Location	Comments
LA Metro	Hard	*About Metro-Ethics *Safety/Security – Rider Safety *Riders with disabilities	Note there are three versions of “Code of Conduct” found on the LA Metro website. One is aimed at employee/contract ethics codes, one is a 26-page brochure: “Metro Customer Code of Conduct”, and one is 3-page brochure “Everyone Deserves to Enjoy the Ride”
BART	Easy	Using BART	
CATS	Hard	Not found	
MCTS	Easy	Rules for Riders	
MSP Metro	Easy	Help-How to ride	Includes the statement “Some parts of the code are just common sense; others are dictated by state law .”
NY MTA	Medium	Safety and security	Includes fines for violations and state law citations for the rules
SACRT	Hard	Safety>Rules and Regulations	Could not navigate to from homepage. Search function on website difficult to find at the very bottom of the page without the common magnifying glass icon. Code of conduct difficult to identify in search results.
Sound Transit	Easy	Ride with us- Rules and Etiquette	
TriMet	Easy	Guide>Rules for riding	Located via menu bar <i>Guide</i> dropdown and clicking <i>Rules for riding</i> . The bottom of the code of conduct includes link to TriMet Code and Portland City Code .

Transit Agency	Ease of Access	Location	Comments
UTA	Medium	How to ride-rider rules	
Valley Metro	Easy	How to ride-Respect the ride	
WMATA	Easy	Rider Guide-Rules and Manners	Includes versions of code of conduct for bus and rail.

2 Posting Physical Code of Conduct Signage

Posting codes of conduct online can be limited in impact in that, generally, people must know to look for them. In contrast, posting physical code of conduct signage helps deter negative behavior and communicate to each person what is expected of them while using the space. Codes of conduct can also communicate the potential consequences for violations. For public transportation, codes of conduct should be posted on system vehicles, trains, stops, platforms, and public buildings.

Consistent, clear, and well-maintained signage, including codes of conduct, throughout a transit system strengthens both real and perceived security of that system and its users. It is also important not to *over* post signage, which risks creating so much noise that users of a system tune out the signage altogether. Balance and strategic placement are key to effectively posting code of conduct signage, especially in busy public spaces like public transit.

2.1 Visual Design Components

The following attributes are widely recommended for code of conduct signage visual design components:

- Open location with adequate lighting
- Bright/exciting
- Include images and graphics
- Easy navigation
- Avoid mixed messages
- Align with company branding
- Reflect with the company culture

Refer to **Error! Reference source not found.** for visual examples of publicly posted codes of conduct.

2.2 Accessibility Components

All types of signage on a system should meet baseline standards for accessibility, design, and branding and be detectable, conspicuous, legible, and comprehensible.

Factors to consider include font and size of text, language(s), symbols, placement and color scheme of the sign, and overall purpose of the sign (e.g., for security, for wayfinding, for general information, etc.). Standards are context-specific and dependent on the purpose and use of the sign.

In general, all types of signs are more user-friendly when they use fewer words and rely more heavily on common symbols and images to communicate. This is particularly important in multilingual spaces where English cannot be assumed to be a first language or spoken at all by users of the space. It is also helpful to consider how symbols could be interpreted in different cultural contexts, especially in spaces that see high numbers of international tourists.

For when text is used on posted signage, Table 4 outlines the general rule of thumb to increase lettering height by 1 inch for every 10 feet of viewing distance.

Table 4. Letter Height & Viewing Distance for Person with 20/20 Vision

Letter Height (in)	Ideal Readable Distance (ft)
3	30
4	40
5	50
6	60
7	70
8	80
9	90
10	100

Additional standards exist depending on the intended purpose of the signage, such as the Occupational Safety and Health Administration (OSHA)-endorsed American National Standards Institute (ANSI)/ National Electrical Manufacturers Association (NEMA) Z535 best practices for safety signage. ANSI/NEMA Z535 provides guidance on colors, symbols, application, and use for safety signage. In the California Manual on Uniform Traffic Control Devices (CA MUTCD, revised March 2020), the California Department of Transportation (Caltrans) provides guidance on the purpose and use of signs and on sign design such as shapes, colors, dimensions, symbols, location, and lettering size and style. The CA MUTCD also advises against excessive use of signs and how to avoid surpassing that threshold. It should be noted that the CA MUTCD is focused on roadway signage, though it does provide guidance for signage at transit and rail interfaces with roadways such as signage for rail grade crossings, for marking light rail transit vehicle dynamic envelopes, and for directing road users to a light rail transit station.

3 Assessment of LA Metro's Code of Conduct

3.1 LA Metro's Existing Code of Conduct

Preliminary review found that that LA Metro's code of conduct:

- Is not accessible in both the sense that is difficult to locate it online and there are three locations and multiple versions (not all focused on Customer Code of Conduct) and that the text and language is not user friendly. Finding the passenger code of conduct takes some hunting and does not easily come up when searching the website. The first search result returned provides the Ethics “code of conduct”, not the rider’s code of conduct. The other links were much more difficult to find.
 - Via Safety & Security on Metro: <https://www.metro.net/riding/safety-security/#:~:text=Customer%20Code%20of%20Conduct>
 - Via Accessibility on Metro: <https://www.metro.net/riding/riders-disabilities/#:~:text=Metro%20Customer%20Code%20of%20Conduct>
 - Note: The “English” link and the “Spanish” link both go to the English version of the Code. Unable to locate Spanish version except through the Metro Transit Court site.
 - Via LA Metro Ethics: <https://www.metro.net/about/ethics/> . This is the Ethics code of conduct, not a passenger “code of conduct.”

Within the current code, there are over 60 violations or warnings that are delineated. Several have multiple types within a category, such as “Unsafe Conduct” or “Failure to obey Signs”.

3.2 Legal Status of LA Metro’s Code of Conduct

LA Metro’s Code of Conduct is a mix of criminal and administrative violations. Approximately 33% of the code of conduct items are tied to the California Penal Code or California Public Utilities Code.

ATTACHMENT A Transit Agencies Code of Conduct

Transit Agency	Level of accessibility	Location	Link	Agencies that include any requirements involving using more than 1 seat and or/ Excess luggage	Example
LA Metro	Hard	*Safety & Security/Rider *Resources About Metro-Ethics *Riders with Disabilities (FAQs)	https://www.metro.net/riding/safety-security/(Rider Safety Resources) https://www.metro.net/about/ethics/#code-of-conduct https://www.metro.net/riding/riders-disabilities/#:~:text=Metro%20Customer%20Code%20of%20Conduct	Yes	
BART, San Francisco	Easy	Using BART	https://www.bart.gov/sites/default/files/docs/Customer%20Code%20of%20Conduct%20Updated%204%202022%2021.pdf	No	
CAT, Charlotte, NC	Hard	Not found		No	
MCTS, Milwaukee, WI	Easy	Rules for Riders	https://www.ridemcts.com/how-to-ride/rules-for-riders	Yes	<ul style="list-style-type: none"> • No riding for multiple roundtrips on the same bus. Riders may not lay down, place feet on seats, or take up more than one seat. • Only service animals or animals in a closed pet carrier that fits on the passenger's lap are allowed.
MSP Metro, Minneapolis, MN	Easy	Help-How to ride	https://www.metrotransit.org/how-to-ride State law included as link	Yes	<ul style="list-style-type: none"> • One seat per customer- Your bag belongs on your lap, not taking up the seat next to you.
NY MTA, NY, NY	Medium	Safety and security	https://new.mta.info/document/36821 State law included as link	No*	<ul style="list-style-type: none"> • occupy more than one seat on a station, platform or conveyance when to do so would interfere or tend to interfere with the operation of the transit system or the comfort of other passengers; (2) place their foot on a seat on a station, platform or conveyance; (3) lie on the floor, platform,

					stairway, elevator, escalator, landing or conveyance; or (4) otherwise interfere with or impede the movement of passengers or personnel of the authority or the MTA in a station or on a stairway, elevator, escalator, platform or conveyance
SACRT, Sacramento, CA	Easy	Safety and Security- Abide 2ride	http://www.sacrt.com/safety/abide2ride.aspx	No	
Sound Transit, Seattle, WA	Easy	Ride with us-Rules and Etiquette	https://www.soundtransit.org/ride-with-us/know-before-you-go/rules-etiquette	No*	<ul style="list-style-type: none"> • Hold personal items, store in overhead racks or under the seat • Do not lie down or place feet on seats.
TriMet, Portland, OR	Easy	Guide-Rules for riding	https://trimet.org/guide/rules.htm State Law included as link	No	<ul style="list-style-type: none"> • Don't block the aisles or doors. • If you have a bag or bike, make sure it's not blocking the aisle or doorway. If you're standing, move back so others can board. On buses and MAX trains, we recommend using a folding "umbrella" style stroller. Large and double-wide strollers are not practical for use on TriMet. You can board the bus with your child in the stroller, and your baby or toddler may remain in the stroller if there is space in the priority seating area. Learn more about bringing a stroller on board.
UTA, Salt Lake City, UT	Medium	How to ride-rider rules	https://www.rideuta.com/Rider-Info/How-To-Ride/Rider-Rules	No*	<ul style="list-style-type: none"> • Strollers must be foldable and be able to fit safely on ramp platforms and vehicle lifts. • The placement of large items such as strollers is permissible in the securement area and priority seating only if riders in mobility devices do not need the area. • While riding the bus, federal law requires all riders to stay behind the white line located behind the driver. • All riders are required to obey reasonable requests from the vehicle operator or any other UTA representative. This includes whether carry-on items are acceptable. Conversations with the bus driver that

					<p>distract from the safe operation of the bus are prohibited.</p> <ul style="list-style-type: none"> Large items that do not block doors, aisles or priority seating and can be easily boarded through doors and aisles are permitted on buses and trains. Wet, leaking or items believed to contain hazardous substances are not permissible. Items must be able to be carried onto the vehicle by a single person in a single trip. On buses items must be loaded only through front doors. Passengers must control all items at all times.
Valley Metro	Easy	How to ride-Respect the ride	https://www.valleymetro.org/how-to-ride/respect-ride	No	<ul style="list-style-type: none"> Large items that do not block doors, aisles or priority seating and can be easily boarded through doors and aisles are permitted on buses and trains. Wet, leaking or items believed to contain hazardous substances are not permissible. Items must be able to be carried onto the vehicle by a single person in a single trip. On buses items must be loaded only through front doors. Passengers must control all items at all times. Large items that do not block doors, aisles or priority seating and can be easily boarded through doors and aisles are permitted on buses and trains. Wet, leaking or items believed to contain hazardous substances are not permissible. Items must be able to be carried onto the vehicle by a single person in a single trip. On buses items must be loaded only through front doors. Passengers must control all items at all times. Taking up more than one seat is prohibited. Saving or “holding” seats is also prohibited

WMATA	Easy	Rider Guide-Rules and Manners	https://www.wmata.com/rider-guide/rules/bus.cfm https://www.wmata.com/rider-guide/rules/rail.cfm	No	
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Reimagining Public Safety



Metro

CHIEF EXECUTIVE OFFICE

February 2022

Public Safety Mission Statement and Values



“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.”

- > Implementing a **human-centered approach**
- > Emphasizing **compassion** and a **culture of care**
- > Recognizing **diversity**
- > Acknowledging **context**
- > Committing to **openness** and **accountability**

PSAC

Board adopted 12/2/21

Status of Motion 26.2

Judy Gerhardt, *Deputy Chief*

Desarae Jones, *Sr. Director*



Status – Motion 26.2

Improve security for Metro customers and employees



- **Transit Ambassadors**
- **Security Blue Light Call Boxes – “Call Point”**
- **Right-of-Way (ROW) Intrusion Prevention**
- **Elevator Attendants**
- **Bus Strategies: Operator Security**
- **Flexible Dispatch and Co-Location**
- **HAL Shelter**
- **Homelessness Consultant**
- **Homeless Outreach Program Improvements**



PSAC

Transit Ambassador Program



Improved customer experience and visible presence

- Provide customer information and a friendly, knowledgeable presence on the system with contracted staff, including promotores, who are trained in public safety awareness and response.
- Contractors to develop, manage and operate the pilot transit ambassador program on bus/rail, stations/stops.
- Scope of Work in process.
- Anticipate RFP release 3/1/22.
- Ambassador Program launch fall 2022.



Homeless Outreach App



Better tracking and coordination of outreach efforts

- Procured an app specifically for Metro to use to coordinate outreach at encampment sites countywide.
- This app will allow for Metro and partner agencies to better coordinate outreach and track engagement.
- Timeline: ITS approval for licensing 2/2022; implementation of app 3/2022; evaluate and report on app, usage and coordination 12/2022

Social Work/Medical Student Outreach Program



Increased presence of outreach workers and provide opportunities for students

- Identify schools to create a new partnership in workforce development with medical and social work students to expand Metro's homeless outreach efforts.
- Increased presence of outreach workers on the Metro system and provide fieldwork opportunities for students.
- Timeline: Identify partner schools 3/2022; identify budget and develop program framework 5/2022; potential launch fall 2022

Status of Motion 44

Nicole Englund, *Chief of Staff*



Critical Mental Healthcare & Connection to Housing



- Renewed partnership with LAHSA.
- Inclusion in LAHSA's Annual Point in Time Count.
- Metro is not able to connect directly to some housing options, including A Bridge Home – Metro needs access to dedicated funding for housing and outreach.
- In the last 2 weeks Metro housed 79 individuals (1 placed in sober living, 78 placed in hotels funded by Metro with 50 transitioned to Metro's HAL shelter). There are limited options for housing in LA county - a real problem that Metro cannot solve on its own.

Critical Mental Healthcare & Connection to Housing (cont.)



- Continue to work with LA County Department of Mental Health for crisis intervention resources.
 - DMH can provide mobile crisis outreach teams
 - DMH+UCLA Prevention Center of Excellence to provide training support for MTA personnel to build capacity to identify mental health concerns on the system and proper responses from clinical providers.
- Last month, LA Mission signed on for a pilot at several key Metro stations and DHS activated service planning area coordinators to provide expanded outreach at encampment sites adjacent to Metro properties.

Customer Code of Conduct



Review of Customer Code of Conduct



- The majority of citations and warnings under Metro's code of conduct are given to African-Americans (50%). This is disproportionate given the ridership: African-Americans (16%).
- While the current outcomes do not rise to the level of formal discrimination, racial inequities and racial harm are made evident through the initial analysis of the data.
- Traditional focus has been on the rider rather than the outcomes. CEO Wiggins has initiated an assessment of the Code that includes an evaluation of Codes of Conduct of different industries, including public transit, for their content, distribution methods, accessibility, and reach in both physical and digital space.
- Last month, Metro participated in a program to remove all prior instances of fare evasion citations given to youth before 2017 from their record. Since 2017, Metro no longer cites youth for fare evasion.

Reimagining Public Safety Strategic Framework

Stephanie Wiggins, *CEO*

Gina Osborn, *Chief Safety Officer*

Judy Gerhardt, *Deputy Chief*





Current Model

- Prescriptive and Fixed
- Inconsistent Rule Compliance
- Reactive Response
- Obscure Data & Outcomes
- Enforcement-Focused through a singular tactical response (“one size fits all”)
- Siloed



New Model

- Data-Driven and Flexible
- Equitable Rule Compliance
- Proactive Response
- Transparent Outcomes
- Strategic Enforcement through analytics-led safety & security using a layered approach
- Collaborative

Reimagined Public Safety Strategic Framework



What is meant by “analytics-led”?



- “Analytics-led” does not mean racial profiling. Racial profiling is a discriminatory practice of targeting individuals for suspicion of crime based on their race or ethnicity.
- Our use of “analytics-led” means using advanced technology to collect and analyze data that can be used to more efficiently to direct resources to the places where they are likely to be beneficial.
- The framework relies upon an equitable analytics-driven deployment of resources to better secure the safety of our riders and employees.
- Consistent with Motion 25.1, the equitable-analytics led framework will provide the foundation for developing key performance indicators that reflect how the pilot influences the rider and employee experience.

Public Safety Framework: Six Key Focus Areas



INFORMED BY ANALYTICS-LED APPROACH



Accountability & Transparency

Building a cohesive data stream from all sources as basis for public safety activities

Being transparent and accountable to employees and the public



Resource Deployment

Layers of staff resources proactively deployed, based on data, to provide a safe and secure environment

Customer-centric staffing includes ambassadors, law enforcement, security



Tools & Technology

Identifying and implementing the proper tools and technologies for each layer of staffing



Training & Procedures

Training and procedures to provide employees and contractors with the information and competency they require to do their job



Security Design

Implement design that supports a safe and secure space for riders and employees

Using customer/employee/law enforcement input and data to improve the environment.



Communication & Public Education

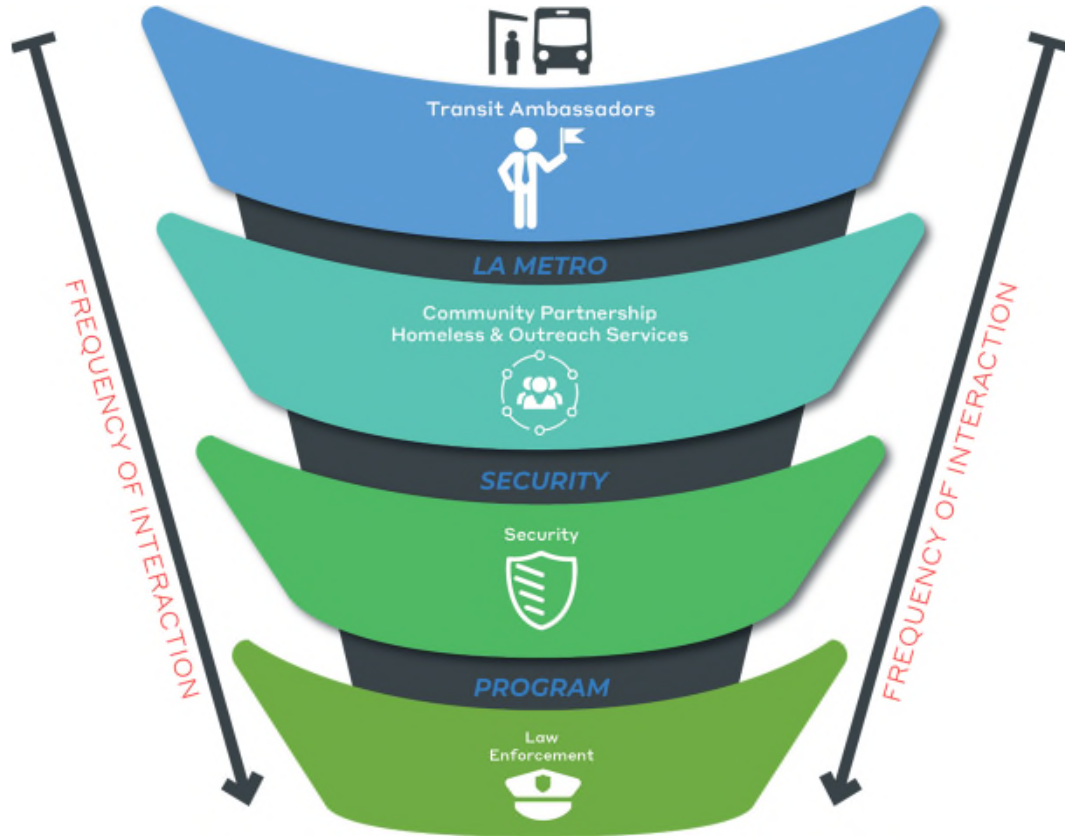
Communicating with the riders and community about public safety, ride expectations and resources to make their experience positive

Staffing to Support Public Safety



Resource Deployment

*Value: Human-Centered,
Compassion & Care, Diversity*



Transit Ambassador Program

- > Visible contracted customer-centric staff
- > Friendly and knowledgeable presence
- > Trained and deployed on vehicles, and in stations and stops
- > Adding elevator attendants

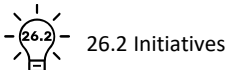


Modernize the Infrastructure Protection Contract

- > Revisions to RMI work scope to align with current Metro initiatives and vision
- > Implement principles of “8 Can’t Wait”



IDENTIFICATION ICONS



Customer Experience Survey



Employee Survey



PROGRESS INDICATORS

 In Process

 Complete



Flexible Dispatch and Co-Location

- > Co-located LAPD dispatcher allows for a variety of team configurations based on incident criteria
- > Allows for mental health providers to be included in the response



Elevator Attendants

- > Potential solution for elevator misuse
- > Deemed non-feasible as a stand-alone
- > Being incorporated into Transit Ambassadors scope
- > Other mitigations being reviewed



Law Enforcement Commuter Engagement

- > High-visibility law enforcement teams, focused on heavy commuter peak period
- > Foot beat-based
- > Includes train coverage

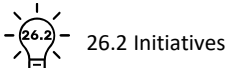


Homeless Outreach Program Improvement

- > Improve Metro's Homeless Outreach through a Phase 1 evaluation and Phase 2 program development



IDENTIFICATION ICONS



Customer Experience Survey




Employee Survey



PROGRESS INDICATORS

 In Process

 Complete



Homeless Rider Short-Term Shelter

- > Temporary increase in short-term homeless shelter space
- > Completed- program in operation



Social Work/Medical Student Outreach Program

- > Partnership with medical and social work students to support outreach efforts
- > Provides experience for students and additional coverage for Metro



Mental Health Co-Response Teams

- > Expansion of mental health services with the Department of Mental Health
- > Addition of clinicians to co-response teams



Fare Equity Mystery Shopper

- > Provides assessment of the equity of the fare compliance program
- > Completed – program in operation

IDENTIFICATION ICONS



26.2 Initiatives



Customer Experience Survey




Employee Survey



PROGRESS INDICATORS

 In Process

 Complete



Unconscious Bias Training

- > Training to recognize bias and promote a culture of equity, openness and positivity within Metro Transit Security
- > Completed- Quarterly refresher training



Situational Awareness Simulator

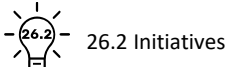
- > Provides for customized training for Metro Transit Security to proactively practice de-escalation, lethal force and other response scenarios

Bus Strategies: Operator Security

- > Assessing and implementing strategies, in coordination with bus operations and law enforcement partners, to increase bus operator safety
- > Scenario-based training
- > Weekly newsletters to address safety and security
- > Collect and evaluate feedback to refine strategies to address needs



IDENTIFICATION ICONS



Customer Experience Survey



Employee Survey



PROGRESS INDICATORS

 In Process

 Complete



Narcan for Metro Transit Security

- > Provide training and Narcan to Metro Transit Security
- > Support response to opioid overdose

Body Worn Video for Metro Transit Security

- > Provide body-worn video to Metro Transit Security
- > Support transparency, protect employees and riders

Homeless Outreach App

- > App would support coordinated communication and tracking of homeless outreach activities
- > Tailored to Metro needs and outreach program



Live Feed Video

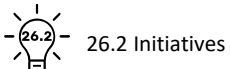
- > Provide the capacity to obtain live, real-time video for bus and rail vehicles
- > Requires network and on-vehicle technology



CCTV – Ancillary Areas

- > Minimize intrusion to ancillary areas on B Line (Red) and D Line (Purple)
- > Would allow video and audio when intrusion detected

IDENTIFICATION ICONS



Customer Experience Survey




Employee Survey



PROGRESS INDICATORS

 In Process

 Complete



Public Safety Dashboard

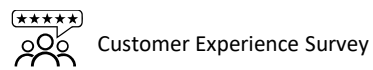
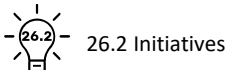
- > Provides public-facing dashboard with disaggregated data
- > Requires the implementation of a thorough data collection, analysis and reporting program



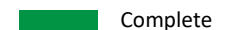
Early Warning Tracking Software

- > Data tracking system to track and manage all data associated with Metro Transit personnel
- > Allows early warning of potential behavioral trends that could lead to problems

IDENTIFICATION ICONS



PROGRESS INDICATORS





Security (Blue Light) Call Boxes- Call Point

- > Blue light call boxes will replace other existing telephones and intercom units
- > Visible and improved direct line to emergency services and customer services



Right-of-Way Intrusion Prevention

- > Feasibility study to evaluate intrusion prevention strategies and technologies
- > Platform edge doors deemed not feasible due to system modification requirements and budget impacts

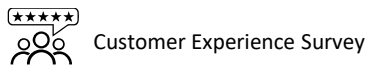
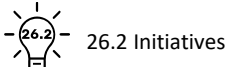


Bus Public Safety Strategies: Bus Stop Lighting

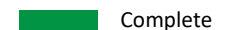
- > Bus stop lighting will help deter crime, increase the safety for riders and provide passenger visibility for bus operators
- > Prioritizing stops based on crime statistics and high volume



IDENTIFICATION ICONS



PROGRESS INDICATORS





Public Safety Awareness Campaign

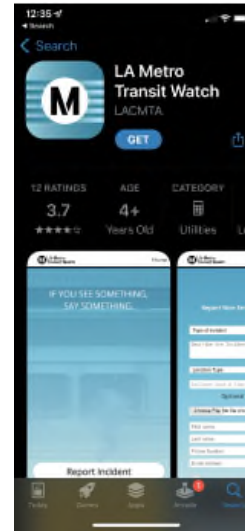
- > Increase public awareness of Metro apps and initiatives, including Transit Watch

Bystander Intervention Training

- > Develop training to inform expectations and educate around security incidents, witness tips, how and when to intervene

Child Safe Campaign

- > Effort to improve safety of K-12 students when using the Metro system
- > Highlights existing Metro programs



Code of Conduct

- > Develop a code of conduct to communicate expected rider behaviors
- > Communicate in clear and concise manner



IDENTIFICATION ICONS



26.2 Initiatives



Customer Experience Survey



Employee Survey



PROGRESS INDICATORS

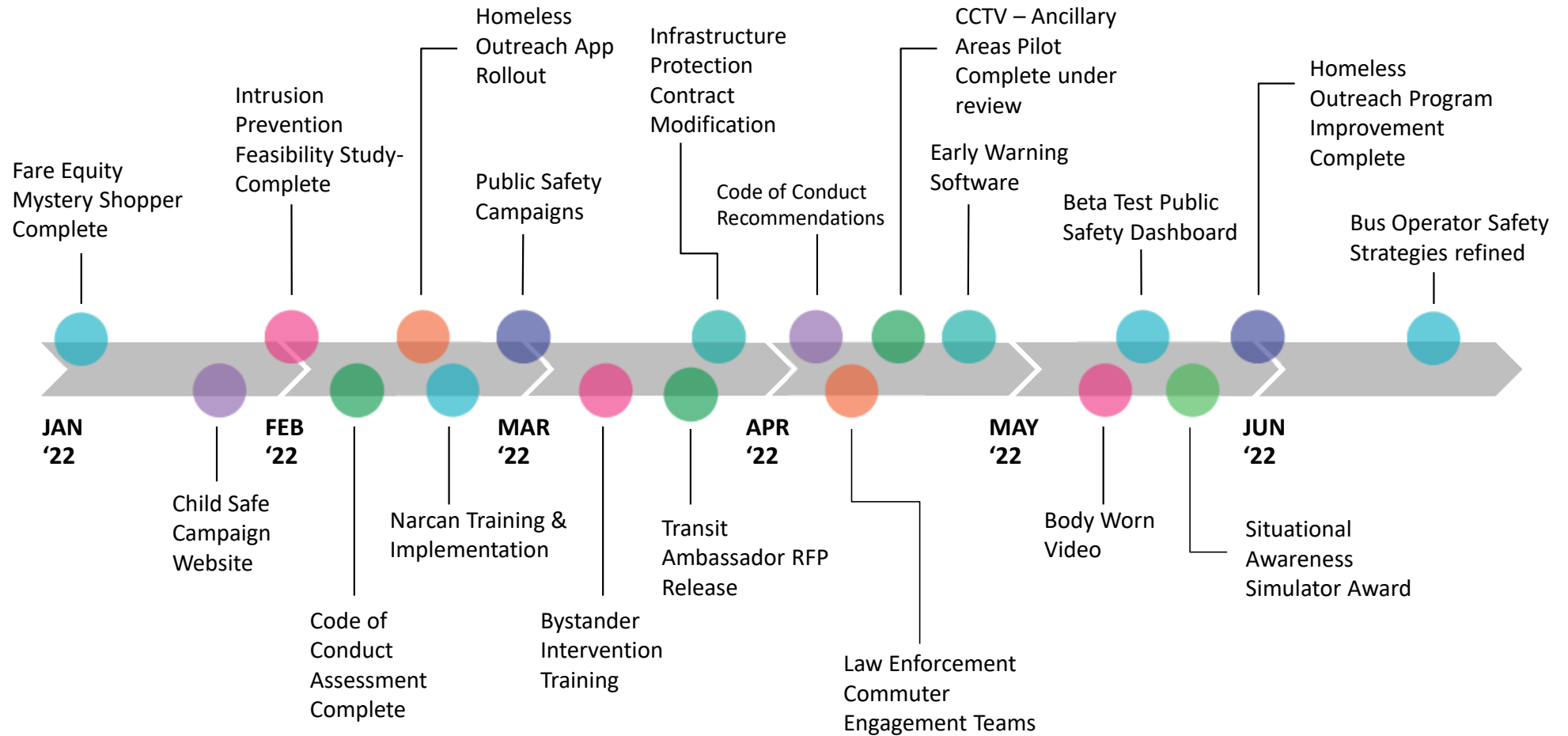


In Process

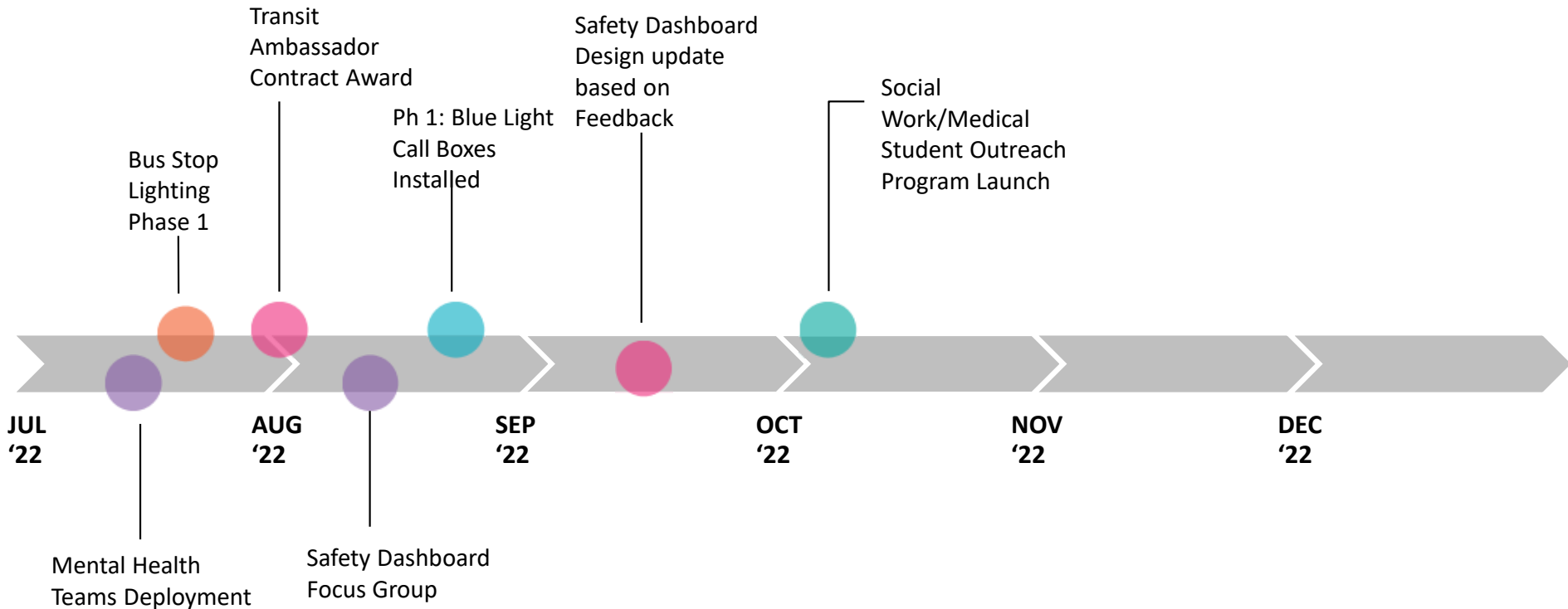


Complete

Timeline: January – June 2022



Timeline: July – December 2022



PUBLIC SAFETY EDUCATION CAMPAIGN CONTINUES. ALONG WITH A CUSTOMER AND EMPLOYEE SAFETY PERCEPTION SURVEY

Public Safety Program Objectives



- #1 Implement a world-class, **forward-thinking** analytics-based Public Safety Program
- #2 Develop **Metrics** that identify safety, security and risk trends and measures of effectiveness
- #3 Establish response and deployment protocols that involve a holistic, **equitable** and welcoming approach to ridership
- #4 Center public safety in the new state-of-the-art Security Operations Center to **enhance coordination** and collaboration



Benefits of an Analytics-led Program



- Consolidates public safety and risk management data into **valuable information** that can be shared internally and externally
- Allows **strategic decisions** for resource allocations and physical security requirements, as well as monitor performance
- Focuses on **getting ahead** of the trend(s) by tracking selected safety- and security-related incidents, and requiring follow-up
- Increases customer service by using **community-based** approach to preventing and resolving safety and security matters

Next Steps



- Releasing the Transit Ambassador RFP – March 2022 w/15-day public-review
 - Industry outreach
- Releasing the new Law Enforcement RFP- March 2022 w/ 30-day public review, due to complexity
- Assess internal structure to align w/ new framework & establish an Analytics Unit – May 2022
- Return to the Board with a comprehensive review of the Customer Code of Conduct w/ recommended changes and updates – April 2022
- Deploy DMH community ambassadors on the Metro system – Summer 2022
- Implement place-based public safety pilot – Fall 2022
- Quarterly reports to the Board on the status of the new framework

Questions?



Metro

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