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**Agenda - Final**

**Thursday, October 7, 2021**

**9:00 AM**

To give written or live public comment, please see the top of page 4

**Special Operations, Safety, and Customer Experience  
Committee**

*Mike Bonin, Chair*

*Holly Mitchell, Vice Chair*

*Jacquelyn Dupont-Walker*

*Janice Hahn*

*Sheila Kuehl*

*Tony Tavares, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

**METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES**  
(ALSO APPLIES TO BOARD COMMITTEES)

**PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

The public may also address the Board on non agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

**CONDUCT IN THE BOARD ROOM** - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

**REMOVAL FROM THE BOARD ROOM** The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

**INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

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## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 922-4600 or (323) 466-3876. Live Public Comment Instructions can also be translated if requested 72 hours in advance.



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

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General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - [www.metro.net](http://www.metro.net)

TDD line (800) 252-9040

**NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA**

### **Live Public Comment Instructions:**

Live public comment can only be given by telephone.

The Special Committee Meeting begins at 9:00 AM Pacific Time on October 7, 2021; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter  
English Access Code: 8231160#  
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***Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

### **Instrucciones para comentarios publicos en vivo:**

Los comentarios publicos en vivo solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 9:00 AM, hora del Pacifico, el 7 de Octubre de 2021. Puedes unirse a la llamada 5 minutos antes del comienso de la junta.

Marque: 888-251-2949 y ingrese el codigo  
Codigo de acceso en ingles: 8231160#  
Codigo de acceso en espanol: 4544724#

***Los comentarios del público se tomarn cuando se toma cada tema. Para dar un comentario público sobre una tema ingrese # 2 (Tecla de numero y dos) cuando se le solicite. Tenga en cuenta que la transmisión de video en vivo se retrasa unos 30 segundos con respecto a la reunión real. No hay retraso en la línea de acceso telefónico para comentarios públicos.***

### **Written Public Comment Instruction:**

Written public comments must be received by 5PM the day before the meeting.  
Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."  
Email: BoardClerk@metro.net  
Post Office Mail:  
Board Administration  
One Gateway Plaza  
MS: 99-3-1  
Los Angeles, CA 90012

## CALL TO ORDER

## ROLL CALL

1. **SUBJECT: ORAL REPORT BY PUBLIC SAFETY ADVISORY COMMITTEE (PSAC)** [2021-0656](#)

### RECOMMENDATION

RECEIVE oral report by the Public Safety Advisory Committee.

2. **SUBJECT: ORAL REPORT BY METRO'S SYSTEM SECURITY AND LAW ENFORCEMENT DEPARTMENT** [2021-0658](#)

### RECOMMENDATION

RECEIVE oral report by Metro's System Security and Law Enforcement Department.

- SUBJECT: GENERAL PUBLIC COMMENT** [2021-0653](#)

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

### COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION

## Adjournment



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File #: 2021-0656, File Type: Oral Report / Presentation

Agenda Number: 1.

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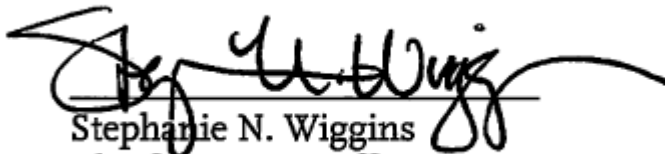
**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
OCTOBER 7, 2021**

**SUBJECT: ORAL REPORT BY PUBLIC SAFETY ADVISORY COMMITTEE (PSAC)**

**ACTION: ORAL REPORT**

**RECOMMENDATION**

RECEIVE oral report by the Public Safety Advisory Committee.



Stephanie N. Wiggins  
Chief Executive Officer

# Public Safety Advisory Committee Update

Metro Board of Directors

October 7, 2021

# committee introductions



## **one-minute introductions:**

share a bit about who you are  
and your experience with Metro



# committee feedback

it would be helpful for PSAC members to get an understanding of the board's perspective on the following:



## **priorities:**

what should the committee focus on?



## **other important convos:**

how should we tackle less urgent topics that are related to public safety?



## **centering community:**

what should this group do to center the experiences of marginalized groups?



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# Q&A



**the committee welcomes your  
questions and comments**



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File #: 2021-0658, File Type: Oral Report / Presentation

Agenda Number: 2.

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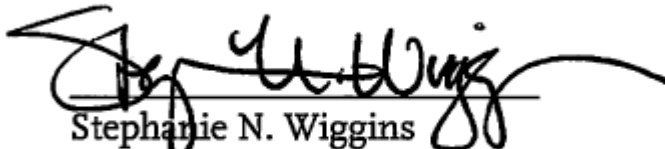
**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
OCTOBER 7, 2021**

**SUBJECT: ORAL REPORT BY METRO'S SYSTEM SECURITY AND LAW ENFORCEMENT  
DEPARTMENT**

**ACTION: ORAL REPORT**

**RECOMMENDATION**

RECEIVE oral report by Metro's System Security and Law Enforcement Department.



Stephanie N. Wiggins  
Chief Executive Officer

Special Operations, Safety, and  
Customer Experience Committee  
Thursday, October 7, 2021

Nicole Englund  
Chief of Staff

Judy Gerhardt  
Chief, SSLE



# Today's Presentation

Staff will provide a status update on three items today:

1. What we have heard in our listening sessions with PSAC about a new model of public safety and the need for a layered approach
2. How Metro embraces key themes and guiding questions to inform our near-term decisions making
3. An outline of a near-term path forward

# A New Model of Public Safety

In partnership with PSAC, Metro is taking a holistic approach to public safety that promotes safety, compassion and respect for our riders and employees.

# Key Themes

- Building better support for vulnerable riders
- Leading with compassion
- Respecting diversity
- Recognizing context
- Community-centered approach
- Reducing the risk of biased outcomes
- Increased transparency and accountability

# Guiding Key Questions

Based on the work of the Center for Policing Equity, staff will apply key questions to guide and focus internal decisions to support advancing a reimagined transit public safety program.

1. What services could replace law enforcement to reduce their footprint on riders?
2. How can we reduce law enforcement's footprint on over policed riders?
3. What riders and/or employees need more resources and what mechanisms can deliver them?
4. How can we measure our response to change?
5. How can we respond to rider violence with a lighter law enforcement footprint?



# Near-Term Actions

- Creating lasting change takes time.
- More time is needed for PSAC to develop a holistic approach to public safety.
- PSAC's recommendations for long-term change won't be complete until early 2022 which impacts our existing contracts.
- As a result, staff's near-term action is to recommend the board extend the public safety contracts with amendments so there isn't a disruption in service and give PSAC the necessary time to complete their process.

# Near-Term Actions – Infrastructure Protection Service (IPS)

While we collaborate with PSAC on long-term solutions, staff is pursuing near-term actions through amendments to our existing Infrastructure Protection Services and Law Enforcement contracts and changes to the approach to work for Transit Security Officers.

## **Staff recommended IPS modifications:**

- Security contractors shall be required to exclude security guards that a law enforcement agency has previously terminated from working on the Metro contract
- Expanded background checks to include psychological testing
- Enhanced training to include Implicit Bias, Response to Persons with Mental and Development Disabilities, How to Interact with those Who Suffer from Homelessness, and Customer Service

# Near-Term Actions – Infrastructure Protection Service (IPS)

- New uniforms to promote a more approachable, less militaristic appearance and assist the visually impaired for easier identification
- Utilization of technology to provide for instant incident reporting and video recording
- Consistency with the principles of Campaign Zero “Eight Can’t Wait”
- Use of early warning software system that flags multiple complaints and/or use of force incidents
- Ensure adequate diversity of language capabilities by our IPS contractor

# Ensuring Alignment – Infrastructure Protection Services Recommendations

How do the staff proposed IPS contract amendments support the key themes?

- **Building better support for vulnerable riders:** *Training and language diversity*
- **Leading with compassion:** *Background checks, uniforms, and training*
- **Respecting Diversity:** *Training and language diversity*
- **Recognizing context:** *Background checks, uniforms, eight can't wait, and early warning software*
- **Community-centered approach:** *Training and language diversity*
- **Reducing the risk of biased outcomes:** *Training, language diversity, officer video recording,*
- **Increased transparency and accountability:** *Officer video recording, early warning software, and public facing community defined KPI dashboard*

# Near-Term Actions – Law Enforcement (LE)

## Staff recommended potential law enforcement modifications:

- Increase transparency and accountability with rigorous data collection and analysis shared via a public facing dashboard
  - Statistical data about crime and the outcomes of police actions on our communities
- Redefining what services LE partners proactively perform
- Utilization of technology to provide for instant incident reporting and video recording
- Consistency with the principles of Campaign Zero “Eight Can’t Wait”

# Near-Term Actions – Law Enforcement

## **Reduce law enforcement responsibilities by:**

- Removing fare and code of conduct enforcement from LE scope of work
- Creation of an ambassador program to respond to customer concerns where there is not an immediate threat of violence
- Increase crisis response services using mental health clinicians
- Using community-based organizations to respond to the unhoused
  - The CEO's reorganization moved the homeless outreach unit to the OCEO in support of a non-law enforcement approach to the unhoused

# Ensuring Alignment – Law Enforcement Recommendations

How do the staff proposed LE contract amendments support the key themes?

- **Building better support for vulnerable riders:** *ambassador program, mental health clinicians, Eight Can't Wait*
- **Leading with compassion:** *Ambassador program, elimination of fare and code of conduct enforcement, mental health clinicians*
- **Respecting diversity:** *Ambassador program and mental health clinicians*
- **Recognizing context:** *Elimination of fare and code of conduct enforcement, mental health clinicians, Eight Can't Wait*
- **Community-Centered approach:** *Proactive enforcement changes, elimination of fare and code of conduct enforcement, ambassador program, mental health clinicians, Eight Can't Wait*
- **Reducing the risk of biased outcomes:** *Proactive enforcement changes, elimination of fare and code of conduct enforcement, ambassador program, mental health clinicians, officer video recording*
- **Increased transparency and accountability:** *Improved data collection and analysis, officer video recording*

# Near-Term Actions – Metro Transit Security Officers

## **Staff recommended potential Transit Security Officer modifications:**

- Consistency with the principles of Campaign Zero “Eight Can’t Wait”
- Increase transparency and accountability with rigorous data collection and analysis shared via a public facing dashboard
- Implementation of a Quality Service Audit program where supervisors call internal or external partners for feedback on officers’ performance



# Near-Term Actions – Metro Transit Security Officers

- Early warning tracking system providing threshold-based alerts regarding use of force, investigations, case management and enhanced reporting capabilities
- Utilization of technology to provide for instant incident reporting and video recording
- Expanded training to include verbal de-escalation, customer service, implicit bias, and rail safety

# Ensuring Alignment – Metro Transit Security Officers Recommendations

How do the staff proposed amendments for Transit Security Officers support our key themes?

- **Building better support for vulnerable riders:** *Training*
- **Leading with compassion:** *Training*
- **Respecting diversity:** *Early warning tracking system, training*
- **Recognizing Context:** *Eight can't wait*
- **Community-Centered Approach:** *Eight can't wait, quality service audit, early warning tracking system, training*
- **Reducing the risk of biased outcomes:** *Training, quality service audit, utilization of technology to provide for instant incident reporting and video recording.*
- **Increased transparency and accountability:** *Improved data collection and analysis, quality service audit, utilization of technology to provide for instant incident reporting and video recording.*

# Upcoming Committee/Board Actions

## November/December 2021

- Seek Board adoption of final PSAC mission and values statements as recommended by staff and PSAC
- Request to extend the Infrastructure Protection Services (IPS) contract for 6 months with a 6-month option to allow for a new procurement to be completed at an additional cost of \$38 million.
- Amend the Multi-Agency Law Enforcement (LE) contract value by an additional \$75 million for the remainder of the contract term through June 2022 and extend Multi-Agency Law Enforcement contract for up to an additional 6 months with a 6-month option to allow for a new procurement to be completed
- Seek budget authorization for Multi-Agency Law Enforcement contract extension during the FY23 budget process