

**Item 2024-0169**

**Transit Community Public Safety Department  
Implementation Plan**



**Metro**

CHIEF EXECUTIVE OFFICER

# Staff Recommendation

- A. Receive and File the Transit Community Public Safety Department (TCPSPD) Implementation Plan and
  
- B. Approve the Establishment of an In-House TCPSPD, over a five-year phased transition, utilizing the Enhanced Public Safety Service Model.

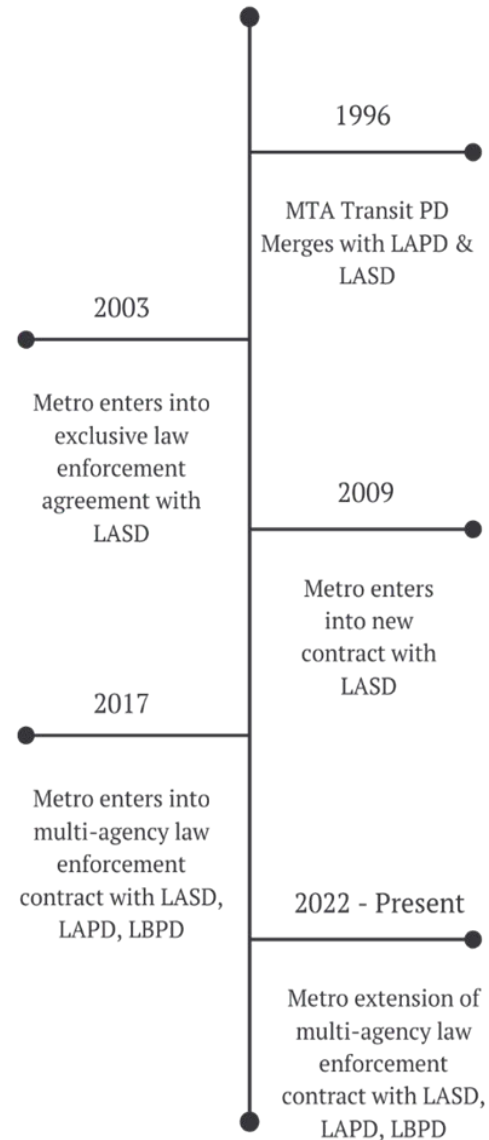
# Agenda

- **Background:** History of Contract Policing
- **Challenges with the Current Multi-Agency Model**
- **Objectives for the In-House Model**
- **Transforming Metro Safety**
  - Training with a Transit Purpose
  - Zone Deployment
  - Service Models
- **5-Year Phased Transition**
- **Questions**

## Background:

# History of Contract Policing

## LA METRO'S POLICING CHRONOLOGY



# Challenges of the Multi-Agency Law Enforcement Model

## Lack of Alignment with Metro Policies, Procedures, & Safety Approaches

- 3 Agencies with Distinct Policing Cultures, Policies, & Approaches, Presents Significant Challenges that can Impede Effective Coordination & Collaboration

## Operational Control & Accountability

- Metro has Limited Influence on How Law Enforcement Personnel are Deployed & their Methods.

## Continuous & Unsustainable Cost Escalation

- 10-15% avg annual escalation & Metro cannot control this growth at a reasonable rate, given that the governance of 3 contract agencies is not within Metro's control.

# A New Transit Public Safety Model

The TCPSD Implementation Plan identifies pivotal areas crucial for effective execution over a five-year period. These key strategies encompass:

- **Transit Community Public Safety Objectives** that prioritize transit riders' and employees' safety and create alignment with Metro's diverse ridership and public safety vision.
- **Implementation Plan Phases:** Transition, Resource Planning, and Monitoring and Evaluation.
- **Financial Impacts** of varying proposed Transit Community Public Safety Department models.
- **Comprehensive transit-specific training curriculum** that creates a foundational awareness of the transit environment, incorporating care-based strategies, trauma-informed response, de-escalation, and customer service for the new TCPSD workforce.
- **Accountability and Transparency Metrics** by establishing measurable department key performance indicators, creating layers of accountability, including a Civilian Review Committee, and engaging the public and relevant stakeholders.
- **Zone-Based and Tiered/Co-Response Model of Transit Policing;** integrating communication and protocols for engaging ambassadors, crisis intervention specialists, and homeless outreach providers in coordination with public safety personnel to reduce response times and improve service.



**Transit Public  
Safety Service  
Culture – Value  
Based**



**Specialized Metro  
Transit  
Community Public  
Safety Workforce**



**Engaged Visibility**

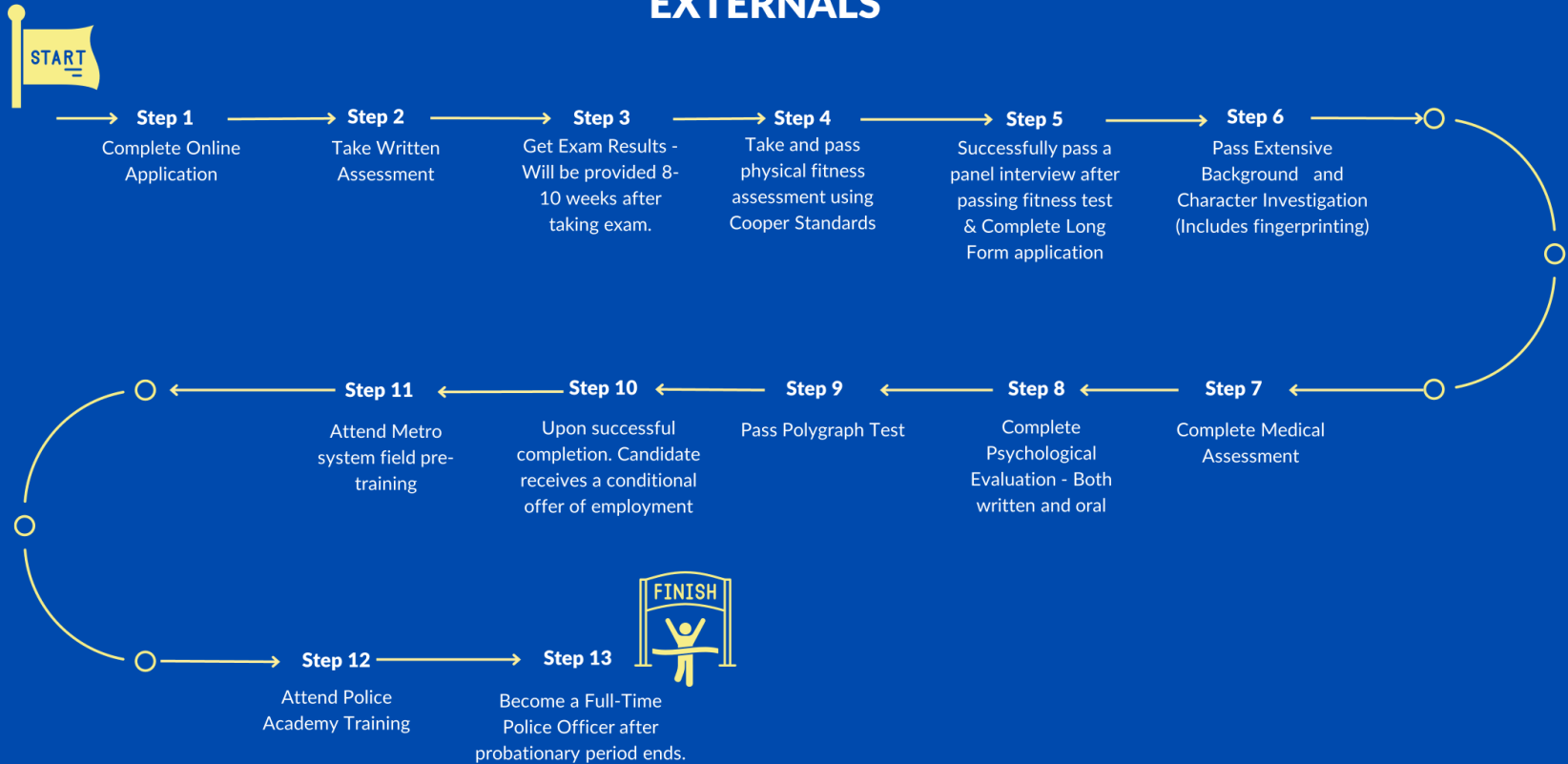


**Transparency and  
Accountability**

**The objectives for the TCPSD are increased visibility, specialized transit community public safety workforce, accountability, and consistent service delivery.**

# Training with a Transit Purpose

## TCPD HIRING PROCESS ROADMAP - EXTERNALS

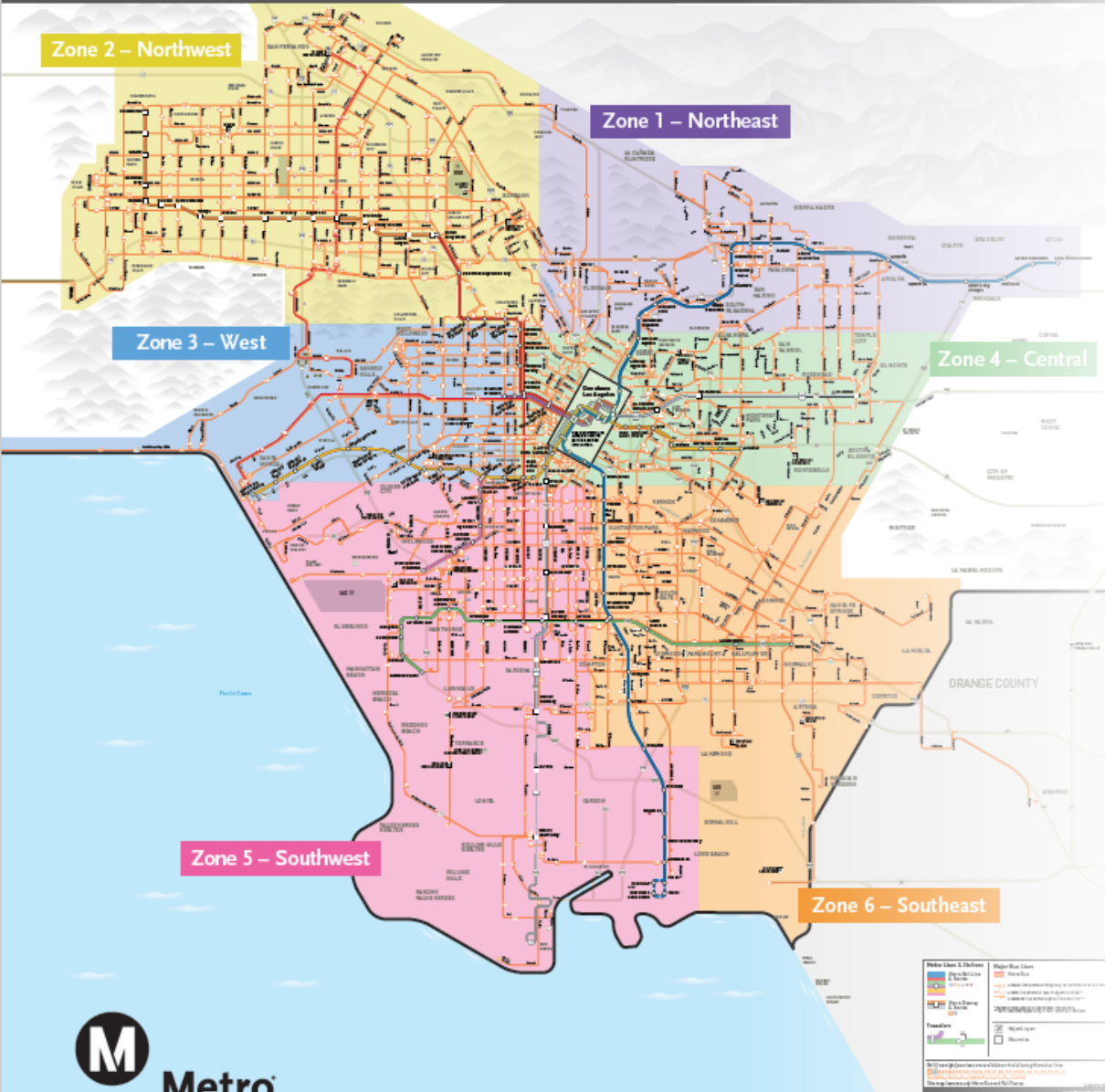


Metro will establish a human-centered policing culture focused on dealing with quality-of-life issues tailored to a transit environment, including four Weeks of Transit-Specific Training vs. the current four hours.



# Transit Community Public Safety Department Metro Bus & Rail System Zones (Proposed)

## Zone-Based Deployment



- Today, Multi-Agency Deployment is hindered by jurisdictional boundaries.
- **Optimizing Resource Allocation:** The zone-based deployment strategy aims to optimize resource allocation, increase visibility, and build relationships with the community within designated zones.
- **Community Engagement:** The model emphasizes community engagement and problem-solving unique to assigned areas, fostering a sense of responsibility and accountability among officers.
- **Data-Driven Adjustments:** Regular review of zone deployments based on data analysis and community feedback to ensure effectiveness and efficiency in resource allocation.

# Deployment Service Models

TCPD's primary objective is to improve engaged visibility at Metro stations and onboard Metro bus and rail vehicles.

This objective requires the deployment of officers on foot patrol, who must be consistently present, reliable, and accessible in both emergency and non-emergency situations to assist, guide, and support Metro riders and employees, and accessible in both emergency and non-emergency situations is paramount.

The implementation plan outlines four deployment models for the TCPD:

1. Current Service Model
2. Enhanced Service Model
3. Decrease Sworn Officer Service Model
4. Increase Sworn Officer Service Model

# Current Service Model

- Same number of officers deployed daily as the contracted law enforcement services currently provide today.
- Provides a like-for-like comparison with the current multi-agency contracted law enforcement model.
- Maintains current level of daily deployment for public safety ecosystem layers (TSOs, Homeless Outreach, and Ambassadors)
- Reduces redundancies in administrative positions and overhead from the current contracted police services.
- The Current Service Model for the same number of field-based law enforcement personnel would cost **\$154,440,303 per year** vs. the current \$194,051,691 of the Multi-Agency Contract Cost (**\$39.6 million in savings**).

	NON-LAW ENFORCEMENT ALTERNATIVES UNARMED		ARMED RESOURCES	
Avg. Daily Deployment Levels	Metro Transit Security Officers I	124	Law Enforcement	386
	Ambassadors	220	Metro Transit Security (TSO II, Sgts., Sr. Officers)	34
	Homeless Outreach	96		
	Crisis Intervention	6		
<b>Total</b>	<b>446</b>			<b>420</b>

# Enhanced Service Model

- Builds upon the Current Service Model, retaining the current 386 daily deployment of law enforcement officers.
- Increases critical safety layers, such as Ambassadors, Crisis Interventionists/Clinicians & Homeless outreach.
- Utilizes the savings to increase the field-based public safety ecosystem layers of Transit Ambassadors, Crisis Interventionists/Clinicians, and Homeless Outreach by an additional 227 deployed daily, expanding the current average deployed daily of 446 FTEs to 673 FTEs.
- Allocates \$5 million for innovative Public Safety Infrastructure Improvements at transit stations.
- The Enhanced Service Model is estimated to cost **\$192,566,505** per year.

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<b>Total</b>		<b>446</b>		<b>420</b>
Enhanced Additional Layers	Ambassadors	141		
	Homeless Outreach	5		
	Crisis Intervention	81		
<b>Total</b>		<b>227</b>		
<b>Total Daily Deployed Resources</b>		<b>673</b>		<b>420</b>

# Decrease in Sworn Officers Service Model

- This service model reduces the number of officers from the baseline of daily deployed sworn officers of 386 by 40, or 12%, to 346.
- With TCPD, officers will be actively on the system, on foot patrols, and riding transit. The public will notice the increased presence more significantly than in the current multi-agency model, where officers are not as visibly active on the system.
- Although there are fewer officers overall, the increased visibility through zones and foot patrols will create a stronger sense of security and presence.
- All components outlined in the Enhanced Service Model, including Ambassadors, Homeless Outreach, and Crisis Interventionists/Clinicians and \$5 million for innovative Public Safety Infrastructure Improvements, are carried forward.
- This model is estimated to cost **\$181,510,775** per year.

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# Increase in Sworn Officers Service Model

- Model builds upon the Enhanced Service Model by augmenting the daily deployment of officers.
- This Model increases the number of officers to support an additional 80 officers deployed daily.
- The total law enforcement personnel deployed daily would increase to 466, some organized into Flex Teams to enhance coverage and responsiveness for special operations, during major/special events and to address “hot spots” within the transit system network.
- Same Enhanced Model increases in critical safety layers, such as Transit Ambassadors, Crisis Interventionists/Clinicians & Homeless Outreach.
- This Model is estimated to cost **\$214,890,478** per year.

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<b>Total</b>		<b>227</b>		
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# Recommended Model

- Staff recommends implementing the **Enhanced Service Model** to optimize the TCPSD's performance, align with Metro safety priorities, and address customer and employee concerns.
- While traditional law enforcement functions remain essential, this model leverages the estimated cost difference to provide a more integrated and expansive level of service. Ensuring public safety involves incorporating a diverse range of response mechanisms, including Metro TSOs, Transit Ambassadors, Crisis Interventionists/Clinicians, and Homeless Outreach.
- By increasing these safety layers, the Enhanced Service Model enhances coordination, improves response times, and ensures that the specific needs of riders are met with a tailored, compassionate approach.
- This holistic strategy not only bolsters security but also fosters a safer and more supportive environment for all Metro users.

# Co-Response & Care-Based Strategies

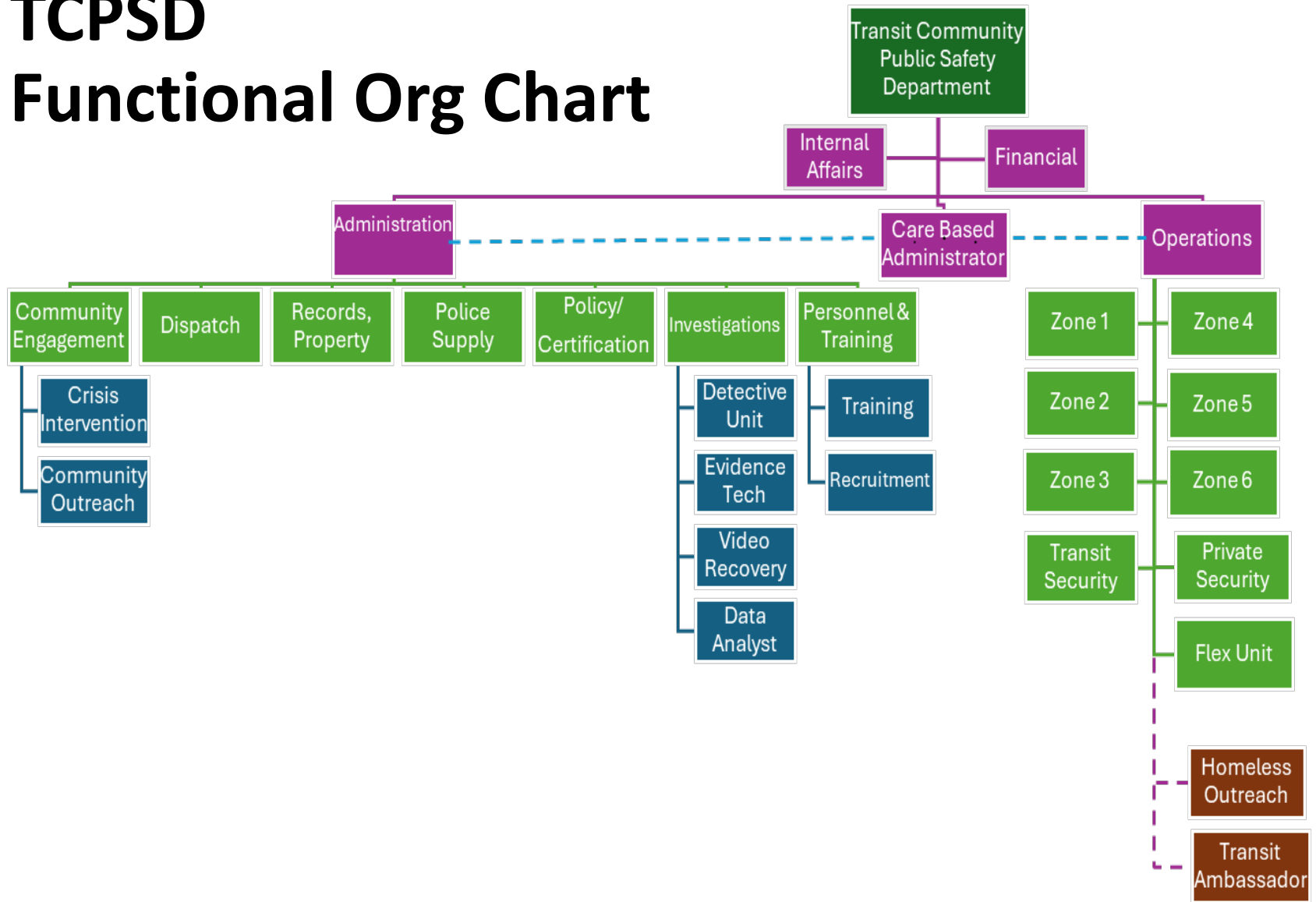
- Metro TCPSD officers would be deployed with Crisis Interventionists/Clinicians as crisis co-response teams.
- Each zone would have multiple crisis co-response team assigned to respond to calls and do proactive engagement on board trains, buses, and at Metro transit stations.
- By integrating Crisis Interventions/Clinicians into teams with transit police officers, Metro would promote a more effective response to crisis situations, reduce the likelihood of escalation or use of force, and improve outcomes for individuals in distress.
- The teams would offer immediate support and connect individuals with treatment resources while officers ensure the safety of the scene.
- All layers of Metro's public safety, including transit ambassadors, transit security officers, contract security, multi-disciplinary homeless outreach teams, and law enforcement, are essential contributors.
- This collaborative approach reflects a growing recognition of the importance of integrating mental health expertise into public safety responses and promoting trauma-informed approaches to crisis intervention.



# Transit Public Safety Best Practices

- Staff conducted a review of other transit agencies with in-house police departments to survey best practices to inform the creation of an integrated approach to ensuring safety and security within the transit system by incorporating the following elements:
  - **Transit-Specific Training:** Officers receive specialized training tailored to the unique challenges and dynamics of the transit environment.
  - **Co-Response Model:** Collaboration with crisis interventionists/clinicians to provide a comprehensive response to incidents.
  - **Zone Deployment:** Strategic allocation of officers to different zones to maximize coverage and effectiveness and build ownership and relationships.
  - **Foot Patrol Model:** Increased visibility of officers on vehicles and in stations to deter crime and enhance customer and employee safety.
  - **Data Transparency:** Publishing data timely to enhance public confidence.
  - **Upgraded Technology:** Implementation of advanced technologies such as resource geolocation and integrated radio communications for efficient coordination and response.
  - **Civilian Oversight Body:** Establishment of a civilian oversight body to ensure accountability and transparency in policing practices.

# TCPSD Functional Org Chart



# Transforming Metro's Safety Strategy: TCPSP Model

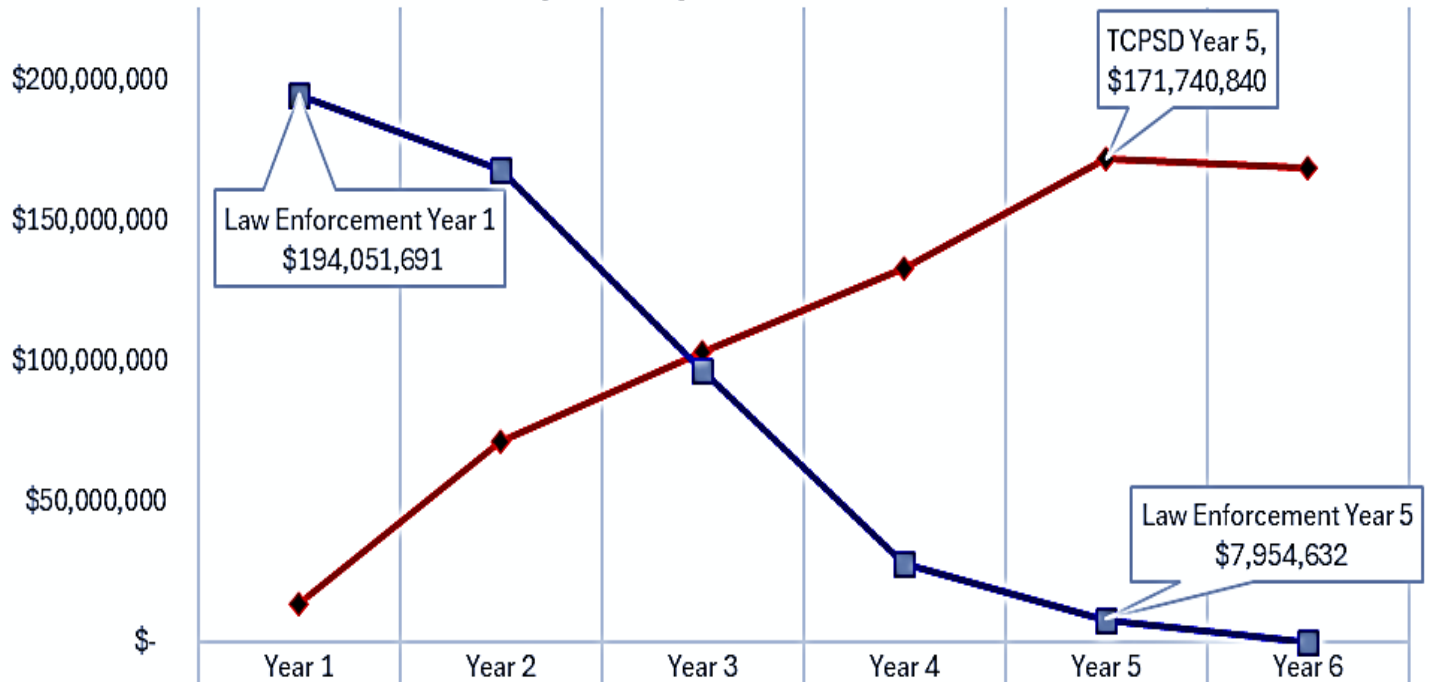
- Metro aims to integrate ecosystem strategies into unified responses on the transit system. – Transit Ambassadors, Homeless Outreach, Crisis Intervention, Metro Security, Contract Security
- Embracing a holistic approach, Metro will prioritize safety while adapting and innovating security strategies.
- The TCPSP intrinsically infuses "People First" values into every layer of public safety.
- Collaboration and communication are key in the integrated policing model, assigning appropriate responses to safety incidents.
- TCPSP employs a nuanced and situational approach, assessing and addressing various types of crimes and safety incidents and ensuring the proper response.
- Balance is crucial; TCPSP ensures thorough assessment before determining the response to safety issues.
- Streamlining collaboration, TCPSP involves a unified command structure with one Chief overseeing safety mission and values.
- This contrasts with the current method, enhancing coordination, communication, and efficiency within Metro's safety ecosystem.

# 5 Year Phased Transition Approach



## Projected Cost Comparison - Year 1 - 6

### Estimated TCPSD vs. Demobilization of Law Enforcement (FY24\$)



Scenario 2 TCPSD	\$13,374,758	\$71,355,354	\$102,588,843	\$132,486,960	\$171,740,840	\$168,005,353
Contract LE Services	\$194,051,691	\$167,369,583	\$96,237,511	\$27,668,284	\$7,954,632	\$-

◆ Scenario 2 TCPSD     
 ■ Contract LE Services

# Community Engagement

Community outreach and engagement has been pivotal to the development of this plan.

**Fall 2023:** Metro's PSAC held multiple listening sessions with riders to understand their needs and concerns about policing on Metro.

**November 2023:** PSAC established Ad Hoc Committees to focus on the In-House Policing Concept.

**April 2024:** PSAC submitted committee recommendations. Those recommendations were largely included in the Implementation Plan.

**June 2024:** PSAC voted 7-2 to support establishing an In-House Metro Transit Community Public Safety Department utilizing the Enhanced Public Safety Service Model.

**PSAC Concerns at time of vote:** balancing social services and law and order, public safety on buses, coordination with law enforcement, ability to recruit sufficient officers, criteria used to establish geographic zones, and the importance of ensuring resource allocation based on actual needs.

## Looking Ahead:

- Metro is committed to a strong continued partnership with PSAC to ensure the TCPSD success and responsiveness to Metro's diverse ridership and community needs.
- Forums, dialogue sessions, and partnerships with community leaders, activists, and local community-based organizations will facilitate open conversations about issues, priorities, and perceptions related to policing.
- Comprehensive Community Engagement Plan will include goals and objectives, identify key stakeholders, provide additional forums for accountability and collaboration.

# Staff Recommendation

- A. Receive and File the Transit Community Public Safety Department (TCPSP) Implementation Plan and
  
- B. Approve the Establishment of an In-House TCPSP, over a five-year phased transition, utilizing the Enhanced Public Safety Service Model.

# Next Steps

- Establish a Transition Team of subject matter experts:
  - Policing
  - Mental health
  - Social services
  - Human resources
- Work with CalPERS to finalize a safety pension plan
- Initiate a public engagement process to support the Chief of Police recruitment
- Provide comprehensive quarterly reports to the board.