

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.

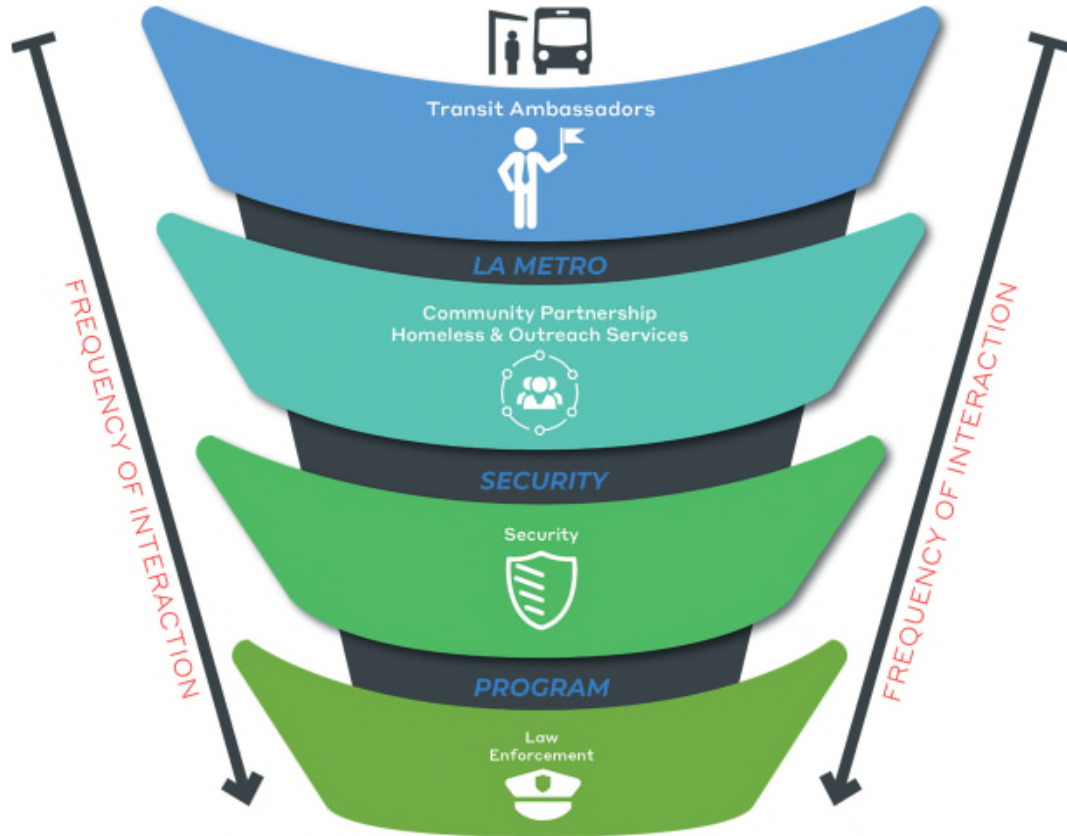


Communication & Public Education

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

Staffing to Support Public Safety





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

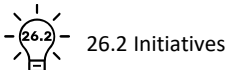


Modernize the Infrastructure Protection Contract

- > 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

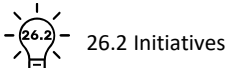


Homeless Outreach Program Improvement

- > 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



26.2 Initiatives



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



26.2 Initiatives



Customer Experience Survey




Employee Survey



PROGRESS INDICATORS

 In Process

 Complete



Public Safety Dashboard

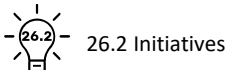
- > Provides public-facing dashboard with disaggregated data
- > Requires the implementation of a thorough data collection, analysis and reporting program



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



Customer Experience Survey



Employee Survey



PROGRESS INDICATORS

 In Process

 Complete



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

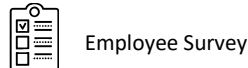
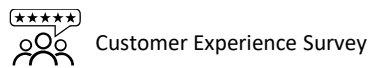
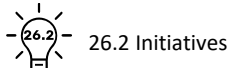


Bus Public Safety Strategies: Bus Stop Lighting

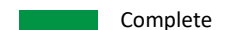
- > Bus stop lighting will help deter crime, increase the safety for riders and provide passenger visibility for bus operators
- > Prioritizing stops based on crime statistics and high volume



IDENTIFICATION ICONS



PROGRESS INDICATORS





Public Safety Awareness Campaign

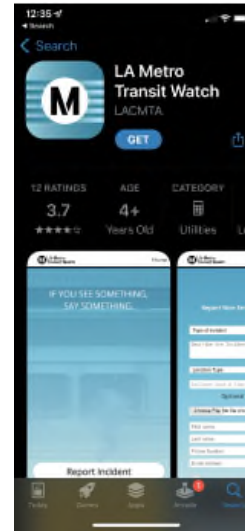
- > Increase public awareness of Metro apps and initiatives, including Transit Watch

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

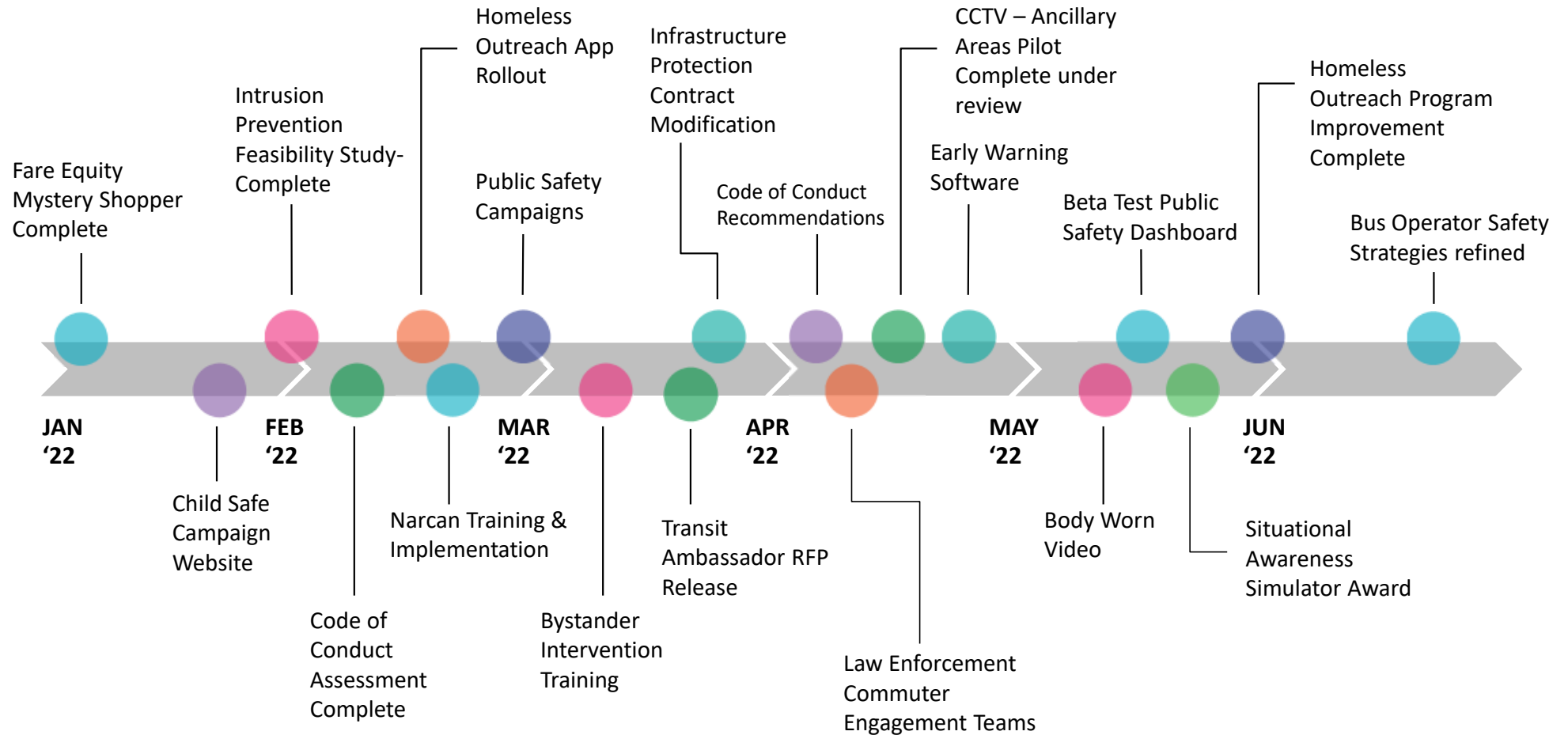


PROGRESS INDICATORS

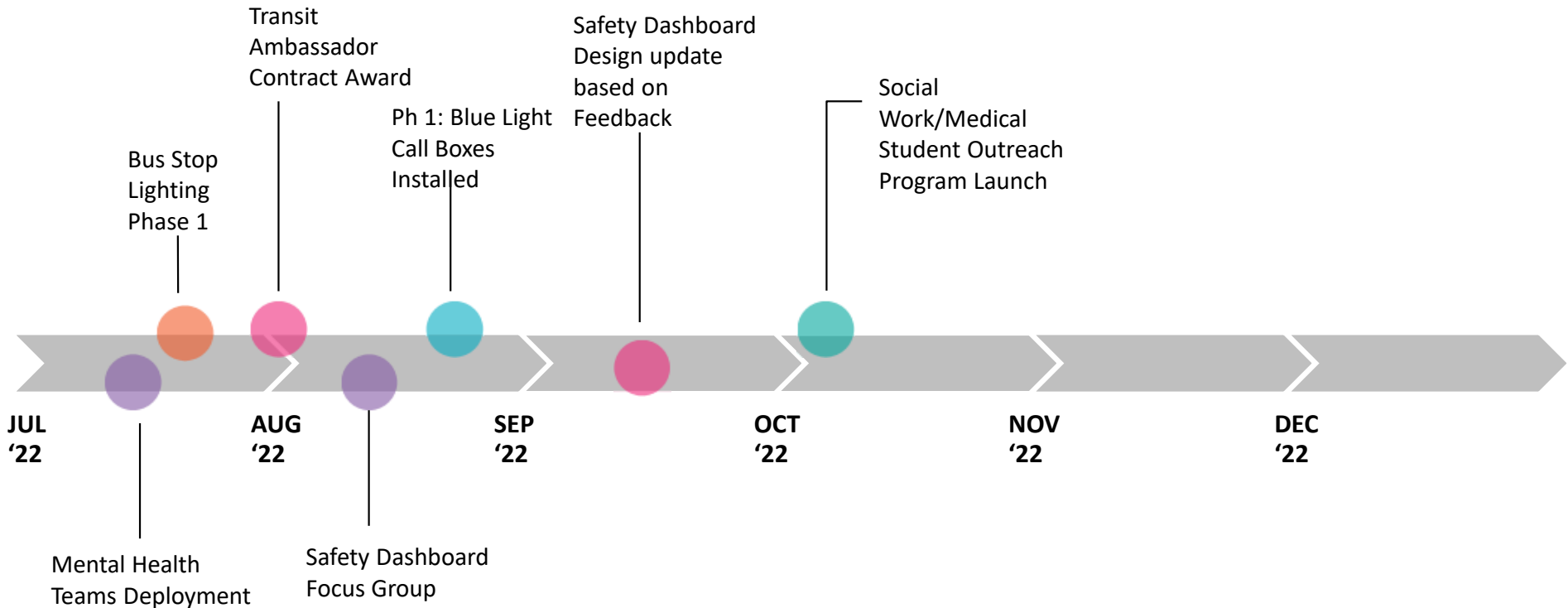
 In Process

 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

CHIEF EXECUTIVE OFFICE