

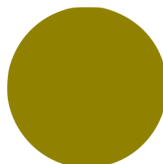
Transit Policing Division Community Policing Plan 2015

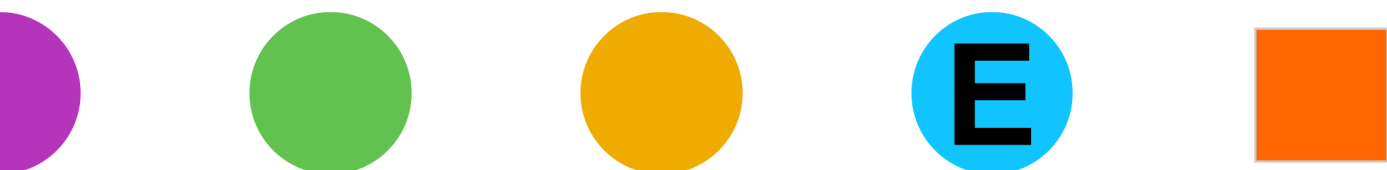


MetroTM

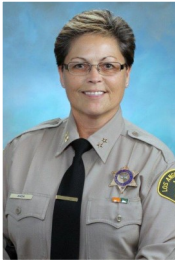
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Transit Policing Division Command Staff



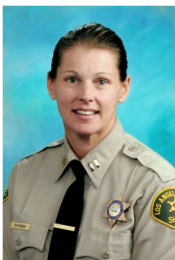
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Chief



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Our Mission Statement

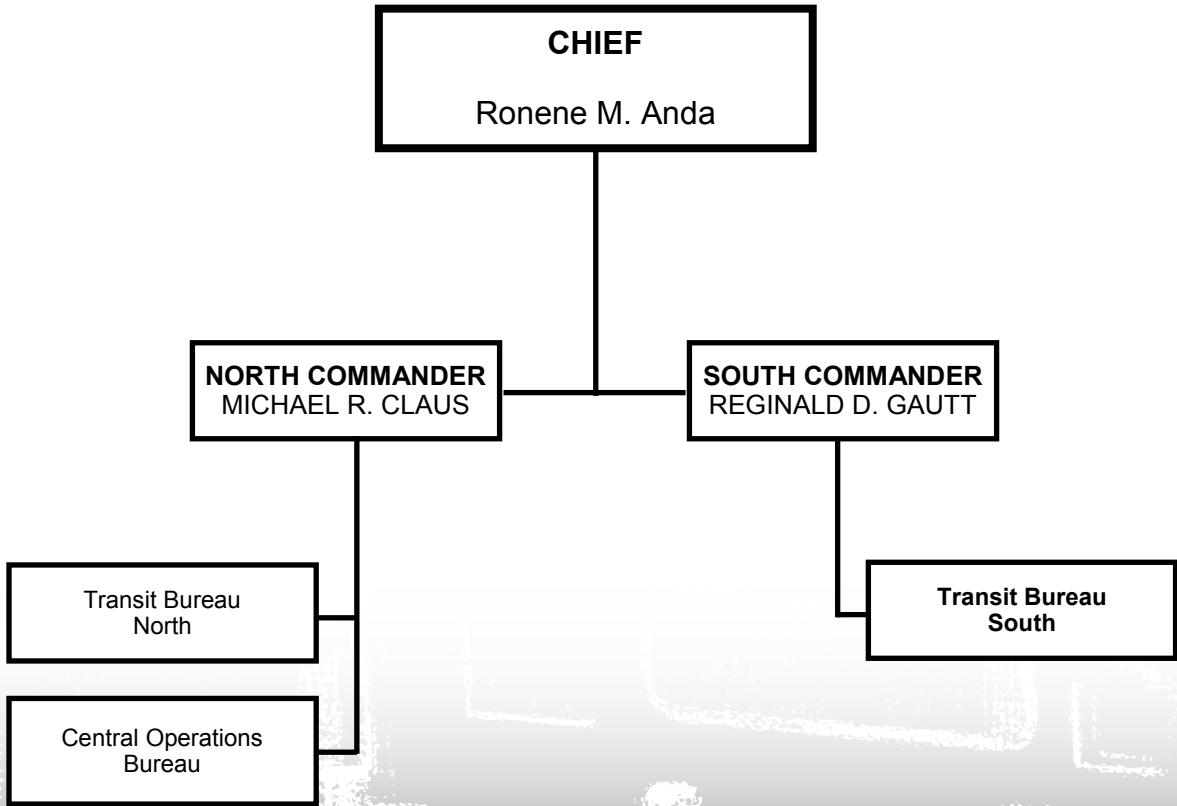


MetroTM

The mission of the Los Angeles County Sheriff's Department's Transit Policing Division is to maintain a safe and secure environment by deterring crime and preventing terrorism throughout the Metro Transit System.

Our mission will be accomplished through our strong commitment to public safety and will promote the confidence of the riding community, and Metro employees; through intelligence led community policing, counter-terrorism practices, new technologies, teamwork and accountability, while preserving and protecting the constitutional rights of all.

Transportation Policing Division Organization Chart



The Los Angeles County Sheriff's Department **Transit Policing Division (TPD)** provides comprehensive police services to **Metro** (the Los Angeles County Metropolitan Transportation Authority). This strategic plan provides the strategic direction for TPD's efforts over the next year. It identifies key initiatives and goals and sets a framework for resource allocation directed to support our partnership with Metro in support of our identified mission and goals.

INTRODUCTION

The TPD supports Metro's goal of providing safe and secure transit to the Los Angeles Metropolitan Region. Metro is unique among the nation's transportation agencies. It serves as transportation planner and coordinator, designer, builder and operator for one of the country's largest, most populous counties. More than 9.6 million people - nearly one-third of California's residents - live, work, and play within its 1,433-square-mile service area. TPD provides comprehensive contract law enforcement services to metro's bus and rail network. TPD's Liaison serves as crime prevention consultant for new Metro transit construction projects and for security systems enhancements. This document discusses the scope of our Community Policing Plan, areas of operation and key TPD initiatives that will be pursued over the next year. Transit Policing Division will provide law enforcement services to suppress crime and disorder on the Metro transit system. TPD's mission is to provide a safe and secure regional public mass transit system for Metro's customers and employees.

MISSION AND AREA OF OPERATIONS

Key TPD mission areas include: 1) **Transit Policing/Crime Prevention (quality of life)**, including Crime prevention and suppression; Order maintenance to suppress anti-social behavior and enhance the quality-of-life of the Metro community; Graffiti and vandalism suppression; Traffic and passenger safety; and Fare enforcement through patrol and deployment of specialized units and the use of innovative technology. This will be done through our efforts to meet a continued 10% saturation rate by better strategic planning through our Intelligence Led Policing program. We have implemented several programs to augment our partnership with Metro and



their/our community. They include the utilization of our Reserve deputy program and volunteers to educate our ridership on safety programs and awareness. The project of cleaning Union Station and the ongoing continued effort in utilizing mental health teams/ programs designed to give homeless individuals a better, long term home and or mental health opportunities.

2) **Critical Incidents**, including preparation for and response to emergencies, disasters and civil disobedience (*i.e.*, maintaining public order) as well as counterterrorism and homeland security efforts to protect Metro from terrorist attack. The FBI, who oversees bomb squad responses across the nation, has recognized LASD

public order) as well as counterterrorism and homeland security efforts to protect Metro from terrorist attack. The FBI, who oversees bomb squad responses across the nation, has recognized LASD

(TPD-Threat Interdiction Unit, TPD-Explosive Detection K-9 Unit, Arson Explosive Detail and Hazmat Detail) as their National model moving forward.

3) **Persons in Need/ Homeless**, including continued response and training for all TPD's personnel in the area of mentally ill persons and Crisis Response Team members frequenting the Metro system. We have begun the process of training all Transit Policing Division personnel in a POST approved Mental Health Update Training. The mandated training will be completed by July 1, 2016.



4) **Felt Presence**, including the on-going effort to have deputy personnel and security assistants visibly engaged with patrons without becoming oppressive and/or threatening and the "buy in" to community partnership. TPD will provide more emphasis on assisting with tourists, TVM assistance, and the overall ability to make the community feel the bus and rail stops as safe havens based primarily on our continued presence.

5) **In-Service Training**, including the collaboration with Metro Bus and Rail Managers, as well as continued discussions with municipalities and local police departments, to provide efficient local law enforcement responses to emergency calls for service. We will continue our annual Tactical Proficiency Training which trains all of our personnel in the unique aspect of handling "now" calls on the bus and rail system. We will continue to partner with Metro and utilize Metro provided rail cars and busses so as to make our in-service training more realistic. We will also continue to have outside department trainers available to assist our staff in the critiquing process. We will also have transit specific bus and rail tactics ranging from "pull over and approach" to "high risk active shooter" situations that will be developed by Transit Policing Division staff and eventually standardized as a national curriculum.



6) **Proximity Patrolling**, including the training of TPD personnel assigned to rails to patrol independently of each other while in close proximity in order to ensure customers feel a greater presence of TPD personnel. This training has been on-going since implementation in 2014 with an effort to have our personnel recognize the importance of patrolling together without appearing to our patrons that we are gathered in numbers or "bunching", with the exception



of the need to be mindful of officer safety tactics.

TPD's area of operations encompasses the entire Metro system. To cover this broad geographic and functional area, TPD is organized into three interactive, mutually supporting components. The three components are:

TBN —Rail: Red, Purple, and Gold Lines; **Bus:** San Gabriel Valley, Westside/Central, San Fernando Valley, and the Orange Line (bus rapid transit).

TBS —Rail: Blue and Green Lines, Exposition Line; **Bus:** South Bay, Gateway Cities.

Central Operations Bureau (July 1, 2015) — Detectives, Crime Analysis, Crime Impact Teams I and II, Threat Interdiction Unit, Canine Teams (K-9), Training and Scheduling, Mental Evaluation Teams, Reserve Deputies and the Bus Riding Team.

TPD Strategies and Tools

Methods employed by TPD to perform its mission include: **Patrol** (active presence, enforcement and response) by deputies and security assistants; **Investigations** by detectives supported by crime analysis; **Specialist capabilities** (special mission units, including K-9, Motors, Threat Interdiction Unit and the Mental Evaluation Team); **Technology**; and **Transit-Community Interaction** (partnerships). Strategic initiatives (i.e. Bus Riding team members continuously checking in with Bus Managers for hot topic/issues) and goals for each of these strategic tools will continue to be utilized through the upcoming year.

DEPLOYMENT

Deployment of personnel is a critical issue. During the upcoming year, we will begin to transition into a deployment that is based on region/sector/pod policing wherein the field units will be responsible for their Reporting District that incorporates overlapping bus and rail responsibilities rather than a singular modal transit bus or rail assignment.

An assessment of patrol areas, staffing, allocation of personnel between uniformed and plainclothes operations, and mutual support among all members of the protective services team will be conducted. Opportunities to augment staffing with Reserve Deputies and Civilian Volunteers will be explored and emphasized.

On-going assessment of deployment models—including leveraging a mix of approaches: uniformed fixed posts, train and bus patrol, roving teams (of deputies and security assistants), and plainclothes operations will continue to be utilized. Monthly deployment strategy sessions will be conducted to adjust deployment as circumstances and crime trends dictate.

Ultimately, effective patrol practices will be enhanced through the exploitation of technology and knowledge management (enhanced crime analysis and the implementation of “*Intelligence-Led Policing*” (ILP) to target issues that impact the line and reinforce problem-solving efforts.

A specific goal in this area is the development of “*dynamic deployment*” practices to effectively address problems and crime trends. This will involve integrated, and synchronized deployment of patrol, motors, K-9, the Crime Impact Teams, the Threat Interdiction Unit, and Metro Security personnel, as well as deployment of contract security. Joint *matrix operations* among these personnel coordinated through “deployment matrices” will continue to be emphasized.



Development of Volunteers and a *Transit Community Watch* cadre will be a key element of this approach as a proven and effective tool as with our “See something, say something” efforts. Refinement of TPD’s Desk Operations, coordination and interaction with the Rail Operations Center, Bus Operations Coordination Center (BOCC), and the development of enhanced crime analysis are supporting initiatives.

HUB AREA TEAMS AND INTEGRATED BUS-RAIL OPERATIONS

Enhancing deployment and response capability to address geographic issues is an important element of deployment. The development of integrated bus-rail teams to cover geographic areas enhances mutual support among bus and rail deputies. The deployment of “hub area” teams for specific stations has been shown to be extremely successful at Union Station.

The TIU Hub team with synchronized team deployments enhanced by video surveillance (CCTV monitoring) has been an approach that has shown to be an effective strategy.

KNOWLEDGE MANAGEMENT/INTELLIGENCE-LED POLICING (ILP)

Enhancing our capacity to identify, understand, respond to and mitigate threats to Metro requires better development and analysis of information from a range of sources. A key enabling component of this initiative is better communication within TPD, LAMPS, and community agencies and partners (schools, police, fire service, etc.). TPD has embraced “intelligence-led policing” (ILP) as a methodology for identifying and responding to crime, problems, and threats. In the upcoming year, we will continue to utilize ILP and will include LAMPS and the security forces of Morlin Management and other related Private Security in our increasing efforts to make our system safe as well as predicting future crime through trend analysis.

Intelligence-led policing is a business model and managerial philosophy where data analysis and crime intelligence are pivotal to an objective, decision-making framework that facilitates crime and problem reduction, disruption and prevention through both strategic management and effective enforcement strategies that target prolific and serious offenders.

Service Area Lieutenants, Team leaders, and Detectives, personnel are instrumental in this effort. Enhanced information-sharing and collaborative problem-solving with Metro management is also required. A proven outcome of this initiative has been the development of a system-wide approach facilitating targeted and flexible deployment based upon indicators and *sentinel crimes* (crime patterns that serve as indicators of emerging problems) that influence crime trends, revenue collection (fare evasion), quality-of-life, and perceptions of safety, security, and customer

satisfaction.

TPD's ILP will move into the next year with an emphasis on Service Area Lieutenants being responsible for reporting information and results in an effort to show results from previous meetings as well as the re-structuring of the process to have SAL's reporting on the state of crime and disorder in their assigned geographic areas. We have worked with Metro to identify trends within each service area, holding the Service Area Lieutenant responsible for all follow up on identified trends, as well as spotlighting "success stories" in an effort to showcase the hard work of our personnel.

REVENUE COLLECTION/FARE OPERATIONS

Ensuring collection of fare payment (proof-of-payment) is a key element of support to Metro's revenue collection strategy. Accordingly, TPD is committed to ensuring a 10% saturation (inspection) rate on all rail and bus rapid transit lines toward achieving an average fare evasion rate of 2% or less (4% peak; 2% non-peak). For example, ending in March 2015, contacts, which included MPV checks, Triple Double and citations, combined for the month of April (845,429) were up from March (553,786) resulting in an overall saturation rate of **10%**.

EFFECTIVE/ENHANCED USE OF TECHNOLOGY

- Enhancing the use of technology is a key component of the TPD Community Policing Plan. Effective exploitation of technology—including information communications technology/ICT—will allow TPD to enhance detection efforts through targeted surveillance of high-risk areas, enhance communication, and facilitate dynamic deployment capabilities. This initiative involves the integration of video monitoring (CCTV cameras at station and on-board buses and ultimately from traffic enforcement cameras), Advanced License Plate Recognition technology, and the ARMOR Randomization project.
- Transit Policing Division will broaden communications, information sharing and rider-ship community awareness of our public safety activities. Some of these strategies will include examining newer technologies and emphasizing the use of current applications (Transit Watch App). We will continue to expand the use of social media platforms such as Facebook, Twitter, YouTube and Nixle.
- Continue to partner with Metro for emergency assistance with regards to the sharing of an Emergency Operations Center wherein Metro employees and Sheriff personnel are housed within the same center.
- TPD will begin utilizing new MPV devices with access to CLET/CJIS and computer aided dispatch; and that captures data on invalid and misused fares.
- TPD is searching for a system similar to LEXRAY that is available for use in an operations center, mobile command post, and on hand held devices.
- A Transit Policing Division Risk Management review system needs to be developed to



identify a process for early identification of individual staff or organization wide risk management trends

- **ARMOR Project:** This grant-funded initiative involves a partnership with CREATE: the Center for Risk and Economic Analysis of Terrorism Events University of Southern California (USC). ARMOR stands for “Assistant for Randomized Monitoring Over Routes” it will develop randomized deployment methodologies (including a matrix or matrices of recommended deployment) for fare operations, deployment of directed patrols/bus rides, and the deployment of special mission units (K-9, Threat Interdiction Unit, Special Problems Unit, etc.). The first component of the initiative will be an assessment of random fare operations. This initiative uses advanced quantitative methods (game theory and statistics) to optimize deployment decisions.

COUNTERTERRORISM/HOMELAND SECURITY

Protecting Metro from terrorist attack is one of our highest priorities. Effective counterterrorism must integrate and build from active patrol. We recognize that transit is a high-profile target. In this initiative, we will enhance the level of training and preparedness of all TPD and LAMPS personnel. We will emphasize lessons learned and enhance our ability to exercise command and control of terrorist situations. This will include both training and doctrine development for addressing armed assaults and combined arms attacks, suicide operations, bombings (vehicle and person-borne improvised explosive devices). Deployment of special mission units (Threat Interdiction Unit, K-9) as well as patrol personnel is a key element of this initiative. Furthering the combined IED response of TPD, the creation of the 690K9 Unit combines the capabilities of an Explosive Detection Canine Team with a member of



TIU. They primarily patrol LAUS, but respond to suspicious package calls system-wide in a specialized utility truck. In addition to the detection capabilities of the dog, 690K9 has specialty detection and response equipment suited for explosives and hazardous materials situations including, but not limited to: radiation detection devices, robotics, EMT supplies, portable emergency rail vehicle. 690K9 minimizes both risk and system downtime by providing necessary equipment and expertise to potential high-risk situations while launching from a central location in a “ready status” in the field rather than an “on-call” status at a remote location.

In addition Metro Community Awareness has been enhanced through the establishment of an awareness website, passenger and operator training—including “*See Something-Say Something...*” campaigns. TPD will continue to conduct system-specific risk and threat assessments, and develop a timetable of training and exercises.

Key on-going elements of this initiative include the Threat Interdiction Unit’s *high visibility* Mobile Search & Screening Team (MSST), Visible Inter-modal Protection and Response (VIPR) deployments, Force Protection Team, and Regional Terrorism Training cadre (RTTC). Close cooperation and information-sharing with the Emergency Operations Bureau and Joint Regional Intelligence Center (JRIC) support these efforts.

MENTAL HEALTH/HOMELESS/PERSONS IN NEED

The Crisis Response Units continue a cooperative effort between the Metro, the Sheriff's Department and the Department of Mental Health. Crisis Response Units are comprised of several specially trained Deputy Sheriff and a Department of Mental Health Clinician. The Crisis Response Units mission, in conjunction with our Community Policing Plan, is to reach out to transit patrons in need of service and assist them with their needs. The units observe patrons on the Metro system and offer assistance and services that are available in the community. This includes assisting mentally ill persons to voluntary mental health services, helping alcohol and substance users to treatment centers and providing transportation for homeless persons to shelters and other social services. It also includes helping the elderly and disabled or simply assisting travelers with ticket vending machines or directions **Mental**

Health/Homeless/ Persons in Need (Continued)



In addition to helping patrons to voluntary services, the Crisis Response Unit also respond to more urgent situations involving patrons wanting to harm themselves or others due to their mental illness. The teams then negotiate or de-escalate the situation and then take the person to a psy-

chiatric emergency room for evaluation. TPD plans to continue to have a positive effect in the upcoming months to mirror the proven success of this program. During the calendar year 2014, our Crisis Response Units combined for over 3300 contacts, transported 324 persons for services (in effect, removed those individuals from the system), and completed over 4400 requested location checks.

CRIME IMPACT TEAMS AND GRAFFITI SUPPRESSION

The Crime Impact Teams (CIT I and CIT II) is TPD's main tool for addressing graffiti (through investigations and prosecutions) and providing flexible response to acute criminal problems. The Crime Impact Teams will focus on four core policing strategies/initiatives: 1) Education, 2) Enforcement, 3) Partnerships, and 4) Intelligence Management. The teams have been working this past year on numerous graffiti abatement projects. The teams have served multiple graffiti related search warrants and probation searches. For the calendar year 2014, CIT teams were responsible for over \$142,000 in cleared graffiti damage. The teams will continue to make graffiti abatement a priority in the coming months.

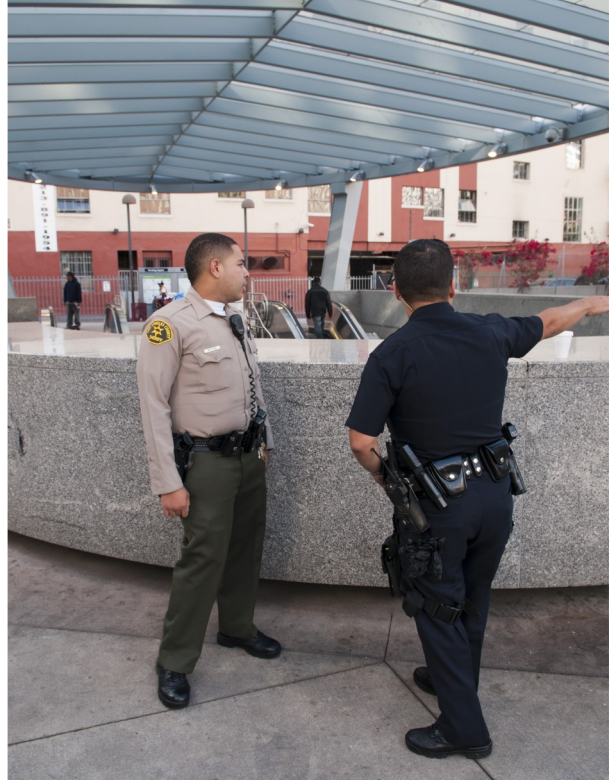
IMPLEMENTATION OF THE BUS RIDING TEAM

The Los Angeles County Sheriff's Department's Transit Policing Division (TPD) Bus Riding

Transit Policing Division (TPD) Community Policing Plan

Team is a Community Oriented Policing (COPS) based unit dedicated to improving the quality of life and safety for all Metropolitan Transportation Authority (MTA) bus operators and patrons.

Introduced in September of 2014, the team initially met with Metro executives and Bus Division Managers to educate themselves on the needs of Metro and to gain a true understanding of the bus operator's perspectives and concerns. The mission of the Transit Policing Division Bus Riding Team is to reduce operator and patron assaults, improve the quality of life on the transit system and increase the perception of safety for all Metro bus operators and patrons. BRT Team Members will foster a positive working relationship with all Metro employees and develop an atmosphere of respect, trust and enthusiasm towards the common goal of providing a safe bus riding experience for all patrons. The primary function of the TPD Bus Riding Team is to conduct bus boarding and ride operations on pre-determined lines selected for enforcement by Intelligence Led Policing (ILP) driven statistics. Bus Riding Team Members will build a rapport with bus operators and patrons allowing them to gain valuable intelligence needed for effective deployment and enforcement. Bus Riding Team Members will conduct periodic patrol checks of bus divisions and attend operator "Rap Sessions" to while in the field, Bus Riding Team Members will assist patrol units with the handling of priority and emergent calls for service for the purpose of maximizing officer safety, efficiency, and to minimize response times.



QUALITY-OF-LIFE CRIMES

Finally, CIT will continue to provide plainclothes (and/or uniformed) deputies as resources to specifically address problems that occur on the buses and rails throughout the year that exceed baseline patrol capacity.

FOSTERING AND SUSTAINING COMMUNITY PARTNERSHIPS



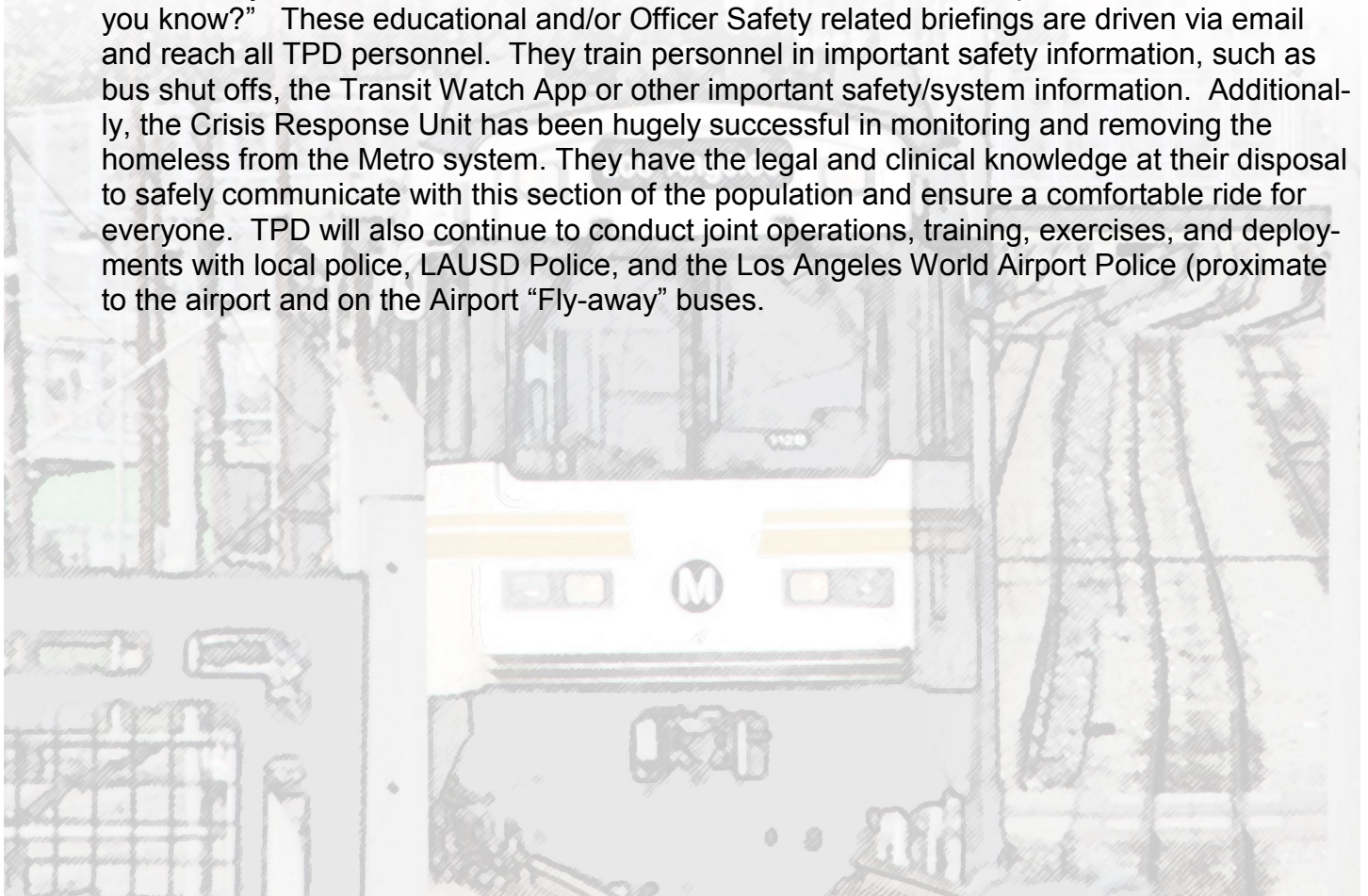
The Transit Policing Division has already vetted and begun to implement many of the recommendations made by Bazilio Cobb Associates, after their audit. None the least of which being the re-emphasis of community policing as it pertains to transit security. TPD continues its close working relationship and communications with Metro. This involves nurturing and sustaining a collaborative climate of mutual respect, recognition, and problem-solving. Our Crime Impact Teams and Bus Riding Team have been focusing on the quality of life issues that are most important to

Metro and the transit community. The Threat Interdiction Unit also continues to be the lead with a focus on threat assessments and implementation of training of all field personnel (LASD & Metro) dealing with these same issues. The TPD Liaison interacts with Metro, local law enforcement and the community when new transit projects are being built. Public and rail safety issues are discussed to allow for appropriate input before start of service.



Relationships have been fostered with partner agencies and community stakeholders who Metro and LASD serve. TPD regularly meets with local

agencies such as Long Beach, Santa Monica, and the Los Angeles Police Department, as well as continued attendance at agency briefings and stakeholder community meetings. TPD will continue to work collaboratively with Metro in providing Public Service Announcements aimed at enhancing the public's perception of a safe transit system, curbing Operator assaults, reporting suspected child exploitation or inappropriate and/or unlawful sexual advances on the system. TPD has created and will continue the recurrent publication entitled "Did you know?" These educational and/or Officer Safety related briefings are driven via email and reach all TPD personnel. They train personnel in important safety information, such as bus shut offs, the Transit Watch App or other important safety/system information. Additionally, the Crisis Response Unit has been hugely successful in monitoring and removing the homeless from the Metro system. They have the legal and clinical knowledge at their disposal to safely communicate with this section of the population and ensure a comfortable ride for everyone. TPD will also continue to conduct joint operations, training, exercises, and deployments with local police, LAUSD Police, and the Los Angeles World Airport Police (proximate to the airport and on the Airport "Fly-away" buses.



Goals Hand Out

SYSTEM EXPANSION

Transit Policing Division will assess the impact of Metro system expansion on staffing needs, and operations. In the near-term, this includes the expansion of the Gold Line and the Expo Line. Staffing enhancements, re-deployment (including integrated bus-rail-North-South deployment options), equipment and vehicle needs will be assessed within the evolving Intelligence-led Policing/“dynamic deployment” approach and working with Contract Law Enforcement Bureau to better serve our community.

CONCLUSION

Enhancing the level of customer service and responsiveness to our community as well as Metro is an integral component of the TPD Community Policing Plan. TPD is committed to enhancing the level and quality of service provided to the community, working collaboratively with Metro, and enhancing the quality of interaction with metro Security to synchronize the delivery of protective services to the system and the Metro Community. Achieving this strategic vision and implementing the initiatives, goals, and programs contained in this plan will require the dedication of all TPD personnel at all levels, as well as a commitment to service and accountability (both individually and collectively).

This mission requires an “all of Transit Policing Division” approach. Economic crisis, fiscal shortfalls, and a chronic terrorist threat against transit systems worldwide demand excellence in policing, securing and protecting the system and its employees, customers, as well as the surrounding community—*i.e.*, the entire Metro Community for enhancement of our community to embrace our partnership. This Community Policing Plan provides a vision for doing so. It is now the responsibility of all charged with implementing the plan to make it a reality.