

Los Angeles County Metropolitan Transportation Authority

Public Safety Advisory Committee

IMPACT EVALUATION REPORT

June 2022



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I. INTRODUCTION & EVALUATION BACKGROUND

To address growing national concerns related to racial equity, social justice, and police reforms, the Los Angeles County Metropolitan Transportation Authority (Metro) Board of Directors (Board) established a Public Safety Advisory Committee (PSAC) in June 2020 (Motion 37, June 18, 2020, agenda). The objective, as outlined in the Board motion, was to establish the PSAC as a community-based perspective that Metro could consult with when developing a new scope of services, budget, and other provisions of the anticipated multi-agency police contract renewal effort.

A selection of fifteen community members, three community alternates, and three employees serving as ex-officio members were finalized in February 2021. The first PSAC meeting was conducted on April 7, 2021 and has continued to convene regularly since that time. PSAC members' terms are set to expire on June 30, 2022.

The Board motion specified that as part of the final quarterly report of 2022, an external, third-party evaluation of the effectiveness of PSAC should be conducted with a recommendation on whether it should continue. The evaluation team of Wanda Dunham Consulting, LLC (WDC) was tasked with completing this Impact Evaluation Report (Report) of the PSAC.

Evaluation Background:

The goal of this impact evaluation was to assess and report on the effectiveness of PSAC in accomplishing the Board's stated objectives, which generally focused on improving Metro's safety, security, and law enforcement design. The evaluation followed a comprehensive approach that assessed the structure, practices, and accomplishments of the PSAC to date, in order to evaluate its mission, role, function, and impact. WDC focused on the following core areas:

The "Why" - evaluating the mission of the PSAC by assessing its stated purpose, role, and fundamental principles

The "Who" - determining if PSAC is reflective of the Metro community

The "How" – studying the committee structure and practices

The "What" – assessing the effectiveness of the work completed

II. EVALUATION DESIGN & METHODOLOGY

WDC engaged PSAC members, Metro staff, Metro contract facilitators, and Metro Board staff in a review process to assess the effectiveness of PSAC as an advisory body for transit security and safety. In addition, WDC conducted independent research, conducted a comparative analysis of promising practices, document

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reviews, assessment surveys, individual interviews, and focus group sessions, and consulted with subject matter experts. The evaluation methods and engagement included the following:

- Document review – a review and analysis of key documents, including the PSAC Charter, PSAC meeting minutes, Results of Survey of METRO Riders, PSAC member attendance logs, community comments during meetings, and any additional complaint/comment logs obtained related to PSAC meetings.
- PSAC Assessment Survey – All PSAC members, key Metro staff, and board representatives were invited to complete an online survey to share in confidence their insights related to PSAC. A total of 27 PSAC assessment surveys were completed by committee members, Metro staff, and board staff representatives.
- Focus Groups – A total of five focus groups were conducted, with a total of 28 PSAC members, facilitators, and Metro staff participating. All focus group participants provided candid feedback regarding the contributions, challenges, and impact of PSAC.
- Individual Interviews – The evaluation team conducted 13 individual interviews with Board representatives and Metro staff to further expand on the feedback provided in the online assessment survey and focus groups.
- External Panel - WDC assembled an external panel of subject-matter experts and community members to participate in the focus groups, share their key observations, and provide input into this final Report. The external panel was assisted by a member of Metro’s Management Audit Services Department, who provided technical support. The contributions and insights shared by the external panel proved instrumental in ensuring an objective and comprehensive evaluation.

III. COMPARATIVE PRACTICES OF OTHER PUBLIC SAFETY ADVISORY COMMITTEES

PSACs have been established all over the country. Although the names may be similar, the purpose, duties, and responsibilities vary, and they are still relatively new to transportation authorities that rely in full or in part on contracted police services.

WDC reviewed five (5) transit agencies across the country in search of best practices among PSACs (Addenda D), including Tri-Met, the transportation authority in Portland, Oregon, Washington Metropolitan Area Transportation Authority (WMATA) in Washington D.C., Capital Metropolitan Transportation Authority (CapMetro) in Austin, Texas, King County Transit in Seattle, Washington, and San Francisco Bay Area Rapid Transit District (BART) in Oakland, California. The civilian oversight entities’ names and functions vary among these agencies. WMATA has established an Investigative Review Panel. Tri-Met called their committee the Transit Public Safety Advisory Committee and BART has a Police Citizen Review Board (BPCRB). King County, CapMetro, and Metro use the title of PSAC.

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Key structure elements were reviewed such as committee titles, terms of service, size of committees, frequency of meetings, committee selection/make-up, committee structure (committee leaders, facilitators, committee direct report), key objectives, and compensation. In addition, the evaluation team distinguished between transit agencies that had internal police departments and transit agencies that used contract law enforcement services because the mechanisms for oversight vary among the two models.

Through this analysis, it became clear that each committee had a different focus and purpose. Some agencies focused on the integrity of police investigations, complaints of excessive force by officers, the adequacy of training, or opportunities for robust community engagement, while others provided ongoing analysis and oversight of their respective law enforcement department's policies, practices, and procedures. However, it was clear that each agency's purpose for establishing a community-based committee was to assure the public that police services were delivered in a lawful and nondiscriminatory manner and to improve transparency, accountability, trust, and respect between the police department and the community it serves.

Each agency also varied in regard to terms of service, committee selection, whether civilians and law enforcement should work collaboratively on the committee and the amount and form of compensation. Tri-Met and King County selected to invoke their committees for limited-term engagements to have them perform project-specific assignments such as providing recommendations on desirable characteristics of their next Sheriff, or for the development of specific public safety recommendations. The agency engagements were 7 weeks for Tri-Met and 6 months for King County.

The number of members also broadly ranged from 7 to 18 members. The organizational structure of most of the agencies was an elected Chair and Co-Chair, appointed by the committee members, to serve for designated terms. Each agency had its own method of selecting members to serve on their committees/commissions, ranging from appointments by elected officials to an application process based on criteria outlined in the agency charter.

Given the objectives of PSAC, as prescribed by the Metro Board, and the current structure for public safety services, CapMetro appears to have the community-based committee structure that most closely aligns with Metro's goals. CapMetro has a multi-layered approach to public safety that includes agency ambassadors, mental health clinicians, and contracted law enforcement. CapMetro's community-based committee consists of all volunteers, who on average serve a two-year term, and the committee has been tasked with providing input for enhancing and expanding a holistic approach to community-based policing.

The following chart summarizes the key structure and objectives for each of the six public safety committees included in the comparative analysis.

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	Transit Agencies <i>without</i> Police Departments			Transit Agencies <i>with</i> Police Departments		LA METRO
	Tri-Met	Capital Metro	King County Transit	BART Police Department	WMATA	
Region	Portland, OR	Austin, TX.	Seattle, WA	Oakland, CA	Washington, DC	Los Angeles, CA
Term	limited term	Shall serve at the pleasure of the President	Limited term 6 months	2 year staggered terms based on odd-even system	Police members shall serve 3-year terms, Citizen members shall serve for two-year terms, to provide staggered terms	one-year term
Size	18	10	13	11	7	15
Frequency of Meetings Committee Representation/Makeup	7 week period Regional thought leaders, community representatives and National transit experts	Quarterly Eight (8) members appointed by the Board.	Weekly Members from the community, the Sheriff's office and county leadership	Monthly Eleven (11) members appointed as follows: i) Each BART Director shall appoint one (1) member. ii) BPMA and BPOA shall jointly appoint one (1) member. iii) one (1) Public-at-Large member to be appointed by the Board.	Quarterly Three members of the police department shall be current, command-level officials or internal affairs officials, also one member each from the DC, MD and VA. areas. Also, one member from every Four civilian members from each district and one-at-large member all appointed by the WMATA Board	Bi-Monthly 15 Regular Members, 3 Alternate members and 3 Employees, who serve as ex-officio (non-voting members)
Structure	A third-party facilitator working with an internal PSAC coordinator	Chair/ Co-Chair Structure to work with PSAC Coordinator	Hired an external facilitation team	Committee Chair, vice-chair structure also utilizes an Independent Police Auditor (OIPA) model that works collaboratively with the Citizens Review Committee.	Will report through one MTPD IA Commander and an MTPD District Unit Commander	Per Charter Chair/Co-chair format; however, that was not adopted. They use a contracted facilitator provided by Metro and decisions are made by consensus
Key Objectives	To develop a better understanding and investigate promising approaches in community engagement and transit security	To provide advisory recommendations regarding topics involving Public Safety. Mut provides constructive advisory service to the staff & Board on how best to develop, engage, and improve Cap Metro's customers and frontline-staff-oriented public safety program	Helps define & realize public safety goals. PSAC should amplify diverse voices & be the conduit for ongoing community input on improving police services that affect public safety. Also, to preserve & enhance public safety.	Increase visibility for the public, to provide community participation in the review & establishment of policies, procedures and practices.	To improve the integrity of investigations thoroughness & fairness of the process and adequacy of training (customer complaints and use of force incidents)	To provide valuable and thoughtful community perspectives to Metro staff concerning safety, security, and law enforcement and its role in the public transit environment. The PSAC will address the Board's objectives and work in collaboration with the facilitator & Metro staff to provide recommendations to Metro staff to improve Metro's future safety, security and law enforcement programs.
Compensation	Information Undisclosed	Voluntary; no compensation	Information Undisclosed	Volunteers, no compensation.	Voluntary and unpaid. WMATA-Smart-Trip card that is rebated with \$2500/month in funds used for travel to/from meetings.	Members receive \$200 per regular and \$150 per meeting for Subcommittee meetings. Alternate members receive \$150 per regular full PSAC meeting and \$75 for Subcommittee meetings. Ad-hoc employee members do not receive compensation
Selection Requirements	Selected by third-party consultant	Totality of application, experience, and expertise related to social & criminal justice reform, public safety, social services, community service, professional & Personal experience. Want people who ride transit. Members shall represent themselves individually & not with an organization they are affiliated with.	Selected by City Council, Executive Committee members, Police Officer's Guild, Community Advisory Oversight, and the King County Sheriff's Office Contract Oversight committee help to select the members of the PSAC.	Current residents within Alameda, San Francisco, Contra Costa, or San Mateo Counties. Must pass a background check, be Fair-minded, objective with a demonstrated commitment to community service. Not an employee, not current BPD law enforcement, not a convicted felon. Must be willing to participate in an annual Community Service outreach event to solicit feedback and have open communications regarding customer needs.	Must reside in the areas of appointment, cannot be WMATA employees	Members should incorporate the existing Community Safety & Security Working Group and include additional perspectives to include cultural, gender, income, geography, immigration status, and housing status.

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IV. KEY EVALUATION FINDINGS

Mission

Purpose

There was strong consensus among all parties interviewed that PSAC was established with the charge of reimagining transit safety and community-based approaches to policing. There was also strong agreement on the need for both community insights and advocacy related to safety and security for Metro transit commuters and stakeholders.

Defining Safety

It is expected that there should be a general understanding and agreement regarding fundamental principles, such as the definition of safety in the context of a transit system, to drive the group's collective advocacy efforts.

Our assessment found there was no consensus amongst PSAC members about the definition of safety for transit. The responses to the focus group questions to define safety for transit varied greatly among committee members including responses such as the sense that one feels when all the elements that contribute to safety are present; knowing that other passengers are going to be respectful of me, for any reason; knowing that the driver is a capable and a courteous driver; being able to leave your home and ride on transit and get home safely in one piece; and safety encompasses safety while waiting on the platform or bus stop.

It should be noted that the responses of the Metro staff were strongly aligned, clear, and concise related to the definition of safety for transit. The Metro staff focus group included responses such as safety is when our customers and riders don't feel threatened by anything; people feel confident in our system; and traveling without experiencing harm, in any form, verbal or physical, not feeling harassed. There appeared to be a strong consensus among Metro staff that a feeling of safety being felt by members of the public who ride Metro transit is of critical importance.

Representation

The Metro Board specified that the PSAC should incorporate the existing Community Safety and Security Working Group and include additional perspectives that represent Metro ridership and advocacy organizations, including but not limited to "racial, cultural gender, income, geography, immigration status, and housing". According to the Metro website, the final PSAC selection make-up is comprised of the following:

- 61% female
- 67% are either Black/African American, Hispanic/Latinx, or Asian/Pacific Islander
- 67% are between 25-39 years of age
- 72% of renters
- 50% have an annual income of \$60,000 or less

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- 17% are persons with disabilities; and
- 22% identify as bisexual or gay/lesbian.

The PSAC Member Survey Results (Addenda B) show that 67% of the members agree or strongly agree that PSAC has the right characteristics, backgrounds, experiences, perspectives, and skills to be effective, 25% were neutral, and about 8% of PSAC members disagreed with this statement. In contrast, 86% of Metro staff disagree or strongly disagree with the statement that the current PSAC makeup has the right characteristics, backgrounds, experiences, perspectives, and skills to be effective, 0% were in the neutral category, and 14% state that they would strongly agree. There was general agreement during the focus group sessions (Addenda A) that there is room for additional representation, such as an unhoused representative, youth, and seniors.

It should be noted that no representative on the PSAC has expertise in law enforcement, mental health, or social service sectors.

Practices

Committee Practices

The PSAC conducted a total of 25 committee meetings (approximately 2 hours per meeting, with bi-monthly meetings) and 64 ad-hoc subcommittee meetings (approximately 90 minutes per meeting) from its inception to April 2022. Each meeting was facilitated by an independent consultant and supported by Metro staff. The attendance rate for the general PSAC meetings was 72% or greater for all members.

Based on the review completed by WDC, the first seven months of committee meetings were spent addressing structural issues, reviewing educational models and presentations regarding public transit safety models, and creating a safety culture. A significant amount of time was spent addressing administration challenges.

The PSAC decided to not elect a Chair or Vice-Chair, despite a suggestion to establish such roles as referenced in PSAC's charter, which further impeded the efficiency of the meetings and impeded the committee's ability to advance positions.

Process and Collaboration with Metro Staff

The PSAC Charter promotes collaboration with Metro staff in bringing forward collective ideas to improve security. However, during interviews with several PSAC members (Addenda D), it was made clear that the members did not want Metro staff involvement or engagement in their deliberative process. For example, PSAC members said the following: Metro staff should take a step back; we don't think their presentations are helpful and we can read, so they should just give us the information and if we have questions, we will ask them.

Receptivity to Broader Community Feedback

There was no evidence that the current structure or practices of the PSAC were designed to consider or integrate a broader community perspective, despite the expectations in the PSAC's Charter that community

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engagement is necessary to truly reimagine public safety. When speaking with PSAC members about incorporating community concerns and developing a strategy to garner community input before making their decisions that would ultimately impact the transit-riding community, there was no clear demonstration of the desire to adopt community input before making their decisions.

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Accomplishing Its Objectives

The impact of PSAC should be measured in part by the progress and success it has had in accomplishing its stated goals and directives established in the Charter and through Board direction. The PSAC had 10 objectives, as identified in Article II of the Charter. The progress to date is as follows:

PSAC OBJECTIVE	PROGRESS TO DATE
1. The PSAC will develop recommendations in support of a community-based approach to public safety in the transit system, including but not limited to: <ul style="list-style-type: none"> a) A transit ambassador program that provides a staffed presence at Metro facilities and on Metro vehicles b) Alternatives to armed law enforcement response to nonviolent crimes and code of conduct violations c) Greater community stewardship of transit spaces, such as supporting street vending in transit plazas d) The Universal Blue Light program proposed in Metro's June 2018 ridership initiatives e) Education about and expansion of fare discount programs and fare-less system initiative f) Outreach and services for unhoused individuals g) A shift of resources from armed law enforcement to the above strategies 	Items a and g are completed, items c and f are in progress, no progress on items b, d, and e.
2. Provide input when developing the new scope of services, budget, and other provisions of the multiagency police contract renewal	Completed 11.3.21 and 1.19.22
3. Review the Customer Code of Conduct and provide feedback	Completed 4.20.22
4. Develop a new mission and values statement for transit policing	Completed 11.3.21
5. Respond to customer service surveys relating to safety and security	Provided input on the draft survey and received a briefing on the results
6. Present a set of recommendations on Transit Law Enforcement Services.	Completed 11.3.21
7. In relation to Metro's law enforcement contract and alternative investments in public safety strategies, develop and finalize PSAC recommendations for those alternatives	In progress
8. Recommendation for \$3 million for pilot safety strategies on board buses.	The presentation received; additional information required from Metro staff
9. Recommendation for \$3 million for pilot homelessness strategies on board buses.	In progress
10. Provide program design and implementation feedback on all of the following initiatives: <ul style="list-style-type: none"> a) \$20 million for a transit ambassador program that provides a staffed presence at Metro facilities and on Metro vehicles and offers riders assistance and connections to resources, modeled after the San Francisco Bay Area Rapid Transit (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 the Women and Girls Governing Council to improve security on the BRT and rail system 	Item f is completed; Items a and h are in progress; and no progress on items b, c, d, e, and g.

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<ul style="list-style-type: none">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 doorsf) \$2 million for short term shelter for homeless ridersg) \$5 million for enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter servicesh) \$250,000 for regular counts to monitor trends and gauge the success of Metro efforts to address homelessness	
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Assessment of Impact

There was a consensus among PSAC members that the PSAC has not made a significant impact to date. Comments from the committee concerning their perceived impact cited a very broad range of explanations including the following: we have formulated a more “holistic” approach to thinking about public safety; we have started the conversation; things need a 3–5 year investment to show fruit, and committee member terms should be at least two years with the option of a third year; we have influenced public safety but have not seen a big impact; we gave more visibility to the unhoused but are concerned about funding for the ambassador program; PSAC had helped to raise general awareness as to the concerns of the LGBT community; and we should not forget the primary reason PSAC was created which was to protect black men from being killed by the police, everything else is a distraction.

The general comments by Metro Staff demonstrated a mixed assessment of PSAC to date. Some staff believes the very structure and voice offer tremendous value and others have strong concern over the lack of progress given the time and resources invested. Key feedback related to PSAC's impact by Metro staff is as follows: PSAC’s vote to remove law enforcement without consideration of the impact on the community is evidence of flawed reasoning and an anti-policing sentiment without any legitimate LA Metro case, history, pattern, or incident to warrant this position; working to uplift voices that have seldom been heard when it comes to public safety or other aspects of public life; it's uncomfortable for Metro, but they are pushing conversations that need to be had to provide unbiased public safety; sharing their experiences; the impact of PS, and unclear; and advocating for more presence on the system by community organizations.

In search of a governing body perspective, WDC reached out to Metro Board staff, many of whom had often attended PSAC meetings and had independent conversations with PSAC members. The general finding of the Metro Board staff that participated is that the PSAC has not been impactful to date and there is great room for improvement in structure and practices. Metro Board staff acknowledged that while the task of reimagining public safety is challenging, PSAC has not helped Metro move forward to reimagine public safety effectively. Feedback includes the following: It would seem to be critical that we keep the original motions in mind, but we need to be flexible about current conditions. We want bus drivers on the system to feel safe. Also, PSAC needs to be reminded of its advisory status, and that they are not a policy-making body; they have done a lot of work to come up with some ideas, but in other ways, I do not know if they have been all that effective.

The PSAC member survey results (Addenda B) show that 50% of the committee members believe PSAC has made measurable progress in one or more key areas related to the charter objectives, and 50% responded

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neutrally to this question. For Metro staff, 57% agree/strongly agree while 43% disagree/strongly disagree. For the Metro board representatives, 25% agree, 50% disagree/strongly disagree, and 25% are neutral. In summary, 50% or less of each of the key groups that participated in the evaluation believed that PSAC has not made measurable progress in one or more of the key areas related to the charter.

Alignment with Multi-Layered Public-Safety Approach

The PSAC recommendations to date have not aligned with Metro's layered approach to public safety that includes non-law enforcement alternatives in conjunction with law enforcement services to enhance public safety. While the Board, in its initial motion in June 2020, and in subsequent corresponding motions, has acknowledged opportunities to shift resources to non-armed entities, it also has recognized the need to develop a new scope of services, budget, and other provisions for the multi-agency policy contract renewal. PSAC's recommendations to completely eliminate contracted security and defund law enforcement services fail to align with the overall vision set by the Board.

ADMINISTRATIVE COSTS

As part of this impact evaluation project, WDC reviewed the information provided by Metro staff regarding the estimated costs associated with supporting the work of PSAC (Addenda G). WDC did not audit these estimated figures and accordingly does not express an opinion as to their reliability. However, Metro staff expressed that they exercised due diligence in the preparation of these estimates. These amounts are included in this impact analysis report for purposes of context; an evaluation of the impact of any committee should reasonably consider what the costs associated with supporting the activities of that committee are, and for that reason, the decision was made to include this information in the report.

The costs associated with supporting the PSAC are primarily those related to the cost of personnel and external expertise to facilitate its activities. The estimated staff time from April 2021 through April 2022 is approximately 4,940 hours, and the approximate cost for that period was approximately \$764,000.

V. EVALUATION SUMMARY & RECOMMENDATIONS

The Metro Board is to be commended for their exceptional forward-thinking when the PSAC committee was formed in the wake of the murder of George Floyd and the outrage which sparked protest across the country and internationally. With the backdrop of a global pandemic, the challenges of operating a transit system have changed significantly, but the central reason for the creation of PSAC, namely, to develop community-driven solutions for improving safety, security, racial, gender, and social justice remain paramount. The socio-economic ills that intersect directly with a transit system and riders, such as drug use, mental illness, unhoused, and the rise in violent crimes across the country, create unique challenges that must be addressed through a reimagined public safety system. The establishment of a reimagined system requires effective stakeholder collaboration, community input, technical expertise, and executive oversight to ensure measurable progress.

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The central finding of the impact evaluation is that the role of a PSAC, when clearly defined and implemented, can be of great value in creating opportunities for holistic and collaborative decision-making. However, critical lessons are identified as part of this evaluation related to the current PSAC structure, roles, and practices, that need to be revised to build a stronger, more effective model for input moving forward.

The evaluation team has identified five (5) key recommendations based on a thorough data review, comparative practices benchmarking, and stakeholder feedback.

Recommendation 1: The current PSAC member's terms should sunset on June 30, 2022.

Justification: WDC was tasked with assessing the effectiveness of PSAC in providing recommendations to improve Metro's safety, security, and law enforcement design. Focus groups with PSAC members and Metro leaders, as well as interviews with PSAC facilitators and Metro Board staff, demonstrated a lack of alignment as to PSAC's role being that of an advisory committee. This lack of alignment has created delays in critical decisions/recommendations, and a lack of trust and collaboration between staff and PSAC. Furthermore, by not instituting a committee structure with a Chair and Vice-Chair, led to unproductive meetings, and ultimately resulted in unresponsive or insufficient feedback to the Metro CEO and Metro Board regarding the core issues for which it was tasked with opining.

Recommendation 2: The CEO should establish a new committee to ensure a broader and more equally balanced representation, and support its governance and operational structure in a manner that is consistent with the PSAC Charter.

Justification: Based on the comparative research, it was noted that highly effective public safety committees had the following attributes: 1) a well-defined mission with a narrow, clear focus, 2) narrow operating parameters, and 3) a strong, inclusive, and collaborative committee chair with a leadership mindset. WDC recommends that the PSAC's Charter be updated to align with the three practice attributes described above and that efforts be made to ensure that future committee participation includes a diverse range of perspectives and experiences. There can be varied areas of focus such as racial justice and police reform; however, the new committee should be designed to meet the most basic needs of Metro riders, transit employees, and the community it serves, and that is for everyone to be safe while on the Metro system.

Recommendation 3: The Metro CEO should set top security priorities in collaboration with the committee. These priorities should be documented in a work plan with clearly defined areas for committee feedback. A quarterly review should be conducted by a designee of the CEO to monitor PSAC's progress and the effectiveness and implications of recommendations that are implemented.

Justification: This new committee should be tasked with providing the CEO with advisory services related to public safety in the Metro system. This is a vitally important area that directly affects the public who depend on Metro for their public transportation needs. Because of this, it is critical that the Charter be updated with more clear objectives for the committee to focus on. The committee decision making should be driven by data

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and information that is relevant, reliable, and current. Moreover, when the committee's recommendations are implemented, data should be collected and shared to track. The committee must be able to focus on its core objectives and not be spread too thin with competing requests. If needed, Metro should retain independent assistance with revising the key objectives with which the committee is tasked to more clearly focus their efforts.

Recommendation 4: The new committee should remain an advisory committee.

Justification: Metro does not have its own police department. Metro currently contracts with several law enforcement agencies to provide law enforcement services for its customers; therefore, the agency has limited ability to ensure all the areas of focus as outlined in the current PSAC Charter and Board motions are being met. The new committee should work in collaboration with the Metro CEO and the Office of Safety, Security, and Law Enforcement to provide high levels recommendations on how Metro should approach improving public safety on the transit system. It should be noted that contracted law enforcement departments have their independent internal processes to handle complaints or misconduct allegations; that should not be a role the committee should play.

Recommendation 5: The revision of the charter with more clear objectives and the selection of the new committee members should be in place by September ~~2023~~ 2022.

Justification: This timeline would allow for Metro to receive input from riders and the broader Metro community related to safety and security priorities to update and clarify the committee's objectives as specified in its Charter. It would also allow for sufficient time to solicit participation while ensuring momentum is not lost in supporting constituent-driven engagement and accountability as Metro begins to roll out new programs that seek to reimagine public safety.

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VII. ADDENDA

- A. Focus Group Summaries (PSAC Committee Groups A, B, C, PSAC Facilitator, Metro Staff, and Board Staff)
- B. Board Staff Interview Comments
- C. Survey Summary Reports (PSAC Committee, Metro Staff, and Board Staff)
- D. Public Safety Committees- Comparative and Promising Practices
- E. PSAC Public Comments Summary
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ADDENDA A

Focus Group Summaries

(PSAC Committee Groups A, B, C, PSAC Facilitator, Metro Staff, and Board Staff)

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ADDENDA A

PSAC Focus Group A Tuesday, April 19, 2022 Meeting Summary

This meeting was attended by three regular PSAC members and one Metro employee PSAC member. Responses to the following questions are summarized below:

How do you define safety for transit?

- An overall sense of well-being, comfort, general wellness
- Being able to move freely within the system
- Safety has to be the number one focus everywhere within the Metro

Please share about positive experiences or disappointments you've had while serving on PSAC.

Positive

- Good conversations
- Members are respectful toward one another
- Meeting the other panelists
- Seeing PSAC members trying to work together

Disappointments

- Metro has not been transparent about where our recommendations are going.
- Metro staff has tried to coerce the outcome, so everything fits in with what they want to do
- Metro does not seem receptive to true transformative change
- An us (PSAC) vs. them (Metro) mentality
- Feeling rushed sometimes to bring forth recommendations
- Sometimes feeling like the recommendations go nowhere
- Metro PSAC members are not voting members
- Prior CEO started this, but then left current CEO "holding the ball"

What progress has PSAC made in improving community-based approaches to public safety?

- Transit ambassador program

Is there key representation missing from PSAC, if so which group?

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- I think in general, it's solid
- Metro staff were very thoughtful in how they selected the PSAC members
- More homeless people of color would be most beneficial

Are there procedural changes (practices, policies, or support) that can be implemented to ensure a more effective committee? If so, please describe.

- Have Metro staff take a step back, and let PSAC lead with the support of the facilitators
- PSAC seems to be pressured to only make “tip of the iceberg” type recommendations
- The charter motions that gave rise to PSAC was fine; implementation of PSAC was flawed
- Have the meetings in other forums besides Zoom

How are the recommendations and work of PSAC representative of the broader transit community and stakeholders?

- They are to the extent necessary
- Board Motions focused on George Floyd, not on PSAC being a General Safety Committee
- The “perceived” lack of safety on public transit challenges the work being done by PSAC

What techniques are used by PSAC to hear from stakeholders?

- Public comment sessions in committee meetings
- One PSAC member said they were aware of surveys sent to general & unhoused riders
- Some PSAC members are frustrated that they are unable to reply to public comments

How are the recommendations and work of PSAC developed in a collaborative method with LA metro staff?

- Turnover at Metro “has not been helpful”
- Some Metro staff have been more helpful than others
- If PSAC could brainstorm on their own without Metro staff in the room would help at times

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PSAC Focus Group B Thursday, April 21, 2022 (3:00 PM) Meeting Summary

This meeting was attended by two regular PSAC members and one Metro employee PSAC member.

Responses to the following questions are summarized below:

How do you define safety for transit?

- The sense that one feels when all the elements that contribute to safety are present.
- Knowing that other passengers are going to be respectful of me, for any reason
- Knowing that the driver is a capable and a courteous driver
- Being able to leave your home and ride on transit and get home safely “in one piece”
- Safety encompasses safety while waiting on the platform or bus stop

Please share about positive experiences or disappointments you’ve had while serving on PSAC?

Positive

- Finding common experiences and cultivating a comfort level with one another
- Having an external facilitator versus having Metro serve as facilitator
- The way meetings were facilitated allowing people to gel and work together
- Hearing from Metro Riders and their safety concerns made me more sensitive to their concerns
- Actually riding on the train also changed my perspective
- Even when they didn’t agree, PSAC member learned from one another’s perspective
- The sub-committees are more productive because are more focused
- Sub-committees ask the “hard questions” and refined things before they are sent to full PSAC

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Negative

- When an ad-hoc wasn't going in the direction Metro wanted it to, Metro would "shut it down"

What progress has PSAC made in improving community-based approaches to public safety?

- We have formulated a more "holistic" approach to thinking about public safety
- We have started the conversation; things need a 3-5 year investment to show fruit
- Thinking of the complete eradication of violence is not a realistic goal for Metro
- Committee member terms should be at least two years with the option of a third year
- We have influenced public safety but have not seen a big impact
- We gave more visibility to the unhoused but concerned about funding ambassador program
- PSAC had helped to raise general awareness as to the concerns of the LGBT community

Is there key representation missing from PSAC, if so which group?

- LGBT should continue to be represented on the PSAC
- Group is sufficiently diverse and there are lots of discussion as to others' perspectives

Are there procedural changes (practices, policies, or support) that can be implemented to ensure a more effective committee? If so, please describe.

- Sometimes certain technical data was missing when agendas were circulated to PSAC members

How are the recommendations and work of PSAC representative of the broader transit community and stakeholders?

- The black transgender community has made a more concerted effort to be more visible
- The voice of seniors and the disabled could be more represented
- Having youth on PSAC is an investment in our future

How are the recommendations and work of PSAC developed in a collaborative method with LA metro staff?

- PSAC needs to get away from meeting exclusively via Zoom
- At times, facilitators had conversations with Metro that undermined the sub-committee's work
- One member said this type of focus group check-ins were critical
- Throughout the PSAC process, all of my questions were always promptly answered

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- The facilitators wanted chairs for PSAC which we did not ever come to a consensus about

PSAC Focus Group C Thursday, April 21, 2022 (5:00 PM) Meeting Summary

This meeting was attended by three regular PSAC members. Another member who had stated they would be there did not attend. Responses to the following questions are summarized below:

How do you define safety for transit?

- When a person can live a full and complete dignified life
- One can bring their full selves to public transit and have access to all transit services
- Beyond getting from point A to B safely; it means people can ride for any reason and feel safe
- It is a multi-pronged feeling and experience
- Freedom from physical harm and threat, but also freedom to be able to be fully expressed

Please share about positive experiences or disappointments you've had while serving on PSAC?

Positive

- Relatively diverse group, kind group of people
- Diversity of the group
- Heavy educational component learning about Metro's law enforcement structure
- The initial support from the Operations, Safety and Customer Experience Committee

Disappointments

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- Metro's not heeding PSAC's recommendations
- Not having more input on policies and the actual activation of activities
- Just giving "up or down" votes on things Metro was already doing
- Not having in-person interactions with one another
- PSAC should not be a short-term enterprise; members should serve 2-3 year terms
- Metro's follow through on PSAC recommendations
- Lack of support from Metro staff coupled with lack of follow-through from the Board
- It is not a facilitator problem; there is a defensiveness on the part of Metro staff
- PSAC recommendations are not presented in a way that gives them substance
- Many politics surrounding the group

What progress has PSAC made in improving community-based approaches to public safety?

- The Transit Ambassador program, but concerns about it being outsourced
- PSAC looked at the training for security and encouraged sensitivity training
- Had a say about uniforms to be used in the transit ambassador program.
- A dashboard showing progress on recommendations would be helpful

Is there key representation missing from PSAC, if so which group?

- Justice impacted individuals
- Teenagers
- Retired individuals
- There doesn't need to be additional law enforcement representation on PSAC
- Metro provides sufficient representation in their opinion as to law enforcement perspective
- A person who has experienced homelessness

Are there procedural changes (practices, policies, or support) that can be implemented to ensure a more effective committee? If so, please describe.

- More interaction with the Board or the Operations, Safety and Customer Experience Committee
- Longer public comment periods
- If PSAC could engage with the public without violating the Brown Act would be helpful
- More community-based engagement that is adequately resourced

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How are the recommendations and work of PSAC representative of the broader transit community and stakeholders?

- Metro resources need to be dramatically redirected from law enforcement to social services.

How are the recommendations and work of PSAC developed in a collaborative method with LA metro staff?

- There is defensiveness in Metro staff and a “push-pull” dynamic
- Collaboration in the beginning with the transit ambassador program but then they “hit a wall”
- Turnover at Metro has affected cohesiveness
- Collaboration was never really something that was needed for PSAC to accomplish its mission

PSAC Facilitators Focus Group

Friday, April 22, 2022

Meeting Summary

This meeting was attended by the two retained PSAC facilitators. Responses to the following questions are summarized below:

How do you define your role?

- The role is defined by Metro and the charter
- We are a 3rd party that is coordinating with both sides, understanding both sides, being stewards
- Helping PSAC to develop work products that the committee could refine
- A party that goes back to both sides to present each side with the view of the other side
- Some tension is created by the fact that the PSAC is only an advisory committee

Do you believe being impartial is part of your role? If yes, how do you maintain your impartial state of mind?

- Being impartial is critical
- Also critical is willingness to explain to Metro what the PSAC is not willing to change position on
- We are the conduit of knowledge that represents both sides

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- We advise Metro about how the PSAC may react and advise PSAC about Metro's priorities

Other observations shared by the facilitation team

- We serve in a facilitator role, not a mediator role
- Limited time to accomplish assigned tasks undermined the willingness of some to collaborate
- Professional advocates do not represent the majority of the committee
- The scope of the charter is fine but that more time is needed for education of all
- Disagreement within PSAC has been minimal; real discord has been between PSAC and Metro
- Recent disagreements within PSAC have been due to the defunding of law enforcement
- Some PSAC members do not trust Metro or believe the interests of Metro align with theirs
- PSAC was thrust into the heat of things with the matter of the funding of the policing contracts
- Trust disconnects could perhaps have been avoided in the beginning if there were more time
- The PSAC believes that their guideposts are the Board motions, not the charter
- Some members of the PSAC thought they were asked to do something transformative
- It would have helped PSAC if they knew from the beginning what Metro was truly not open to (e.g., full defunding of law enforcement)

Is crime on the transit system discussed by the PSAC?

- By some, but the PSAC is skeptical about Metro's approach to addressing crime

What specific recommendations has PSAC put forth as an alternative to law enforcement?

- The transit ambassador program

Is the transit ambassador program what PSAC envisioned as the total solution to public safety?

- No, it was a first step
- PSAC lacked the time to develop recommendations about the supporting ecosystem
- It seems the Board wants funds to be redirected to address crime preventative factors

What do you think about term limits for PSAC members?

- Agree with PSAC members that terms for members should be longer

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- Agree with PSAC members that a committee like this should potentially exist into perpetuity
- Meeting by Zoom has affected the committee's ability to connect more closely as a group
- Metro being clear about what they ultimately want would be helpful
- Facilitators noted that PSAC does not trust anyone to lead them (hence no chair, vice chair, etc.)
- Facilitators believe having a chair, vice-chair, secretary should be a requirement in the future

PSAC – Metro Executive Leadership Team Focus Group Friday, April 26, 2022 Meeting Summary

This meeting was attended by seven members of Metro Management. Responses to the following questions are summarized below:

How do you define safety for transit?

- Safety is something very personal
- Safety is when our customers and riders don't feel threatened by anything
- People feel confident on our system
- Traveling without experiencing harm, in any form, verbal or physical, not feeling harassed
- Our customers shouldn't even have to think about safety threats
- Safety is a component of customer experience

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Based on the approved charter and board motions what progress has PSAC made that aligns with those directives?

- PSAC developed a framework for the transit ambassador program
- Developed a mission and vision statement for public safety
- Elevated key voices from the community, such as people of color, the disabled, etc.
- PSAC has helped to increase awareness of the rider groups they represent
- PSAC has also raised awareness to the public that safety is a priority for Metro

How are the recommendations and work of PSAC developed in a collaborative method with LAMETRO staff?

- I don't think it is collaborative; we struggle to work in a collaborative way
- I feel like they don't appreciate Metro has conditions\requirements we can't simply set aside
- There is not a meeting in the middle; it feels very transactional
- I do not believe that they are interested in true collaboration.
- They ask few questions about the things presented on and instead sidetrack conversations
- I believe that there is a power struggle between PSAC and Metro Staff, and a lack of trust
- It is not clear that they have met their stated 10 objectives identified in their charter
- PSAC being uncooperative has prevented true collaboration from taking root

Supplemental question: What can be done, if anything, to improve the collaboration?

- PSAC needs to acknowledge Metro's expertise
- There have been times that PSAC requested that Metro not be present for discussions
- Facilitators should guide the meetings to be more collaborative, but they seem unwilling
- Collaboration has also been hampered by the fact that PSAC doesn't have a designated chair
- Hold PSAC accountable to the existing charter to avoid 'scope creep'
- Stronger facilitator, electing a chair, a more balanced membership of PSAC members
- Incorporate activities to build trust
- Incentivize collaboration. Only award stipends upon completion of stated objectives
- Hold facilitator responsible for collaboration exercises
- Reinforce that PSAC is an advisory, recommendation body, and not a policy-making body
- Provide PSAC membership with transit training and familiarization with Metro staff & functions
- PSAC members should focus discussions on topics presented versus sidebar issues
- Roles and responsibilities need to be more clearly defined

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- PSAC was given an ambitious schedule and Metro was not clear about what was not negotiable
- Most PSAC members did not join with the expectation that they were just going to advise
- PSAC was brought in to challenge Metro; we should not expect them to simply defer to us

Is there key representation missing from PSAC, if so which group?

- Safety experts
- People who do not have a strict defund the police perspective.
- SSLE was to serve as the safety and security experts on the PSAC but that did not happen
- PSAC felt like they hear enough from SSLE so do not need law enforcement representation

Are there procedural changes (practices, policies, or support) that can be implemented to ensure a more effective committee? If so, please describe.

- PSAC is not a balanced committee
- Committee members are needed who do not have fixed perspectives.
- We need to do a better job of recruiting a more representative PSAC
- It would not make sense to start all over again because then PSAC loses legacy knowledge
- Metro members on the committee should be able to vote
- SSLE should be on the committee and have a vote

Is there anything that we did not ask you, or that we should consider?

- The ideal number of PSAC members should be ten
- Perhaps it's the dynamics of the group, not necessarily the points of view that cause discord
- Metro needs to be specific means when it says it wants a broader perspective on the group
- I don't think PSAC represents the wider perspectives of our riders or that of employees
- A concern is that the facilitation team sometimes allows people to speak on non-agenda items
- The PSAC does not see its role as being very limited, believing its reach is greater than what it is
- There is some history that supports PSAC's distrust of government

ADDENDA B

Board Staff Interview Comments

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ADDENDA B

Performance of PSAC-Metro Board Staff Representatives Perspective

All Metro Board staff representatives were invited to participate in a PSAC assessment survey and an individual interview. Up until this point, the evaluation team had heard from PSAC Members and Metro Executive Leadership Staff, who had provided diabolical opposite opinions of the effectiveness of PSAC. We had also engaged the contract facilitator team; however, they were neutral regarding the topic of effectiveness. In search of an objective and independent perspective, we reached out to the Metro Board staffers. Board staffers often attend PSAC meetings and have independent conversations with members; therefore, we wanted to get an understanding of this group's observations, feedback, and recommendations.

See interview responses below:

Do you think that the PSAC charter should still be guided by the June 2020 and March 2021 Board Motions as written? Or should the PSAC be guided by the issues of public safety that are of greatest concern to the community at this time?

- In general, board policy is very important, but things do change, and adjustments may be appropriate, but the ultimate intent of the original board motion should not be lost sight of.
- A charter should be a living document and change as the perspectives of the public change. The original motion was vague, and it was unclear who the PSAC should report. Other committees are clearly accountable to the Board. With PSAC, it was unclear to whom it should report, is it the Board? The CEO? This needs to be clarified.
- Keeping PSAC grounded in the Board motions is a good idea, but there should be an “evolution” responsive to changing conditions. PSAC should still have input on the law enforcement contracts.
- Direction needs to come from the Board and what they want from PSAC.
- The spirit of the motions from June 2020 is still good, but the seeming chaotic state the transit system is in now is absent from the conversation. The overriding concern should be the safety of the people in the system. I have personally witnessed the chaotic state.
- It would seem to be critical that we keep the original motions in mind, but we need to be flexible about current conditions. We want bus drivers on the system to feel safe. Also, PSAC needs to be reminded of its advisory status, and that they are not a policy-making body.
- We formed the PSAC for a specific reason. A major part of that reason was to comment on the law enforcement contracts, and they should stay true to that.
- As to whether this committee should be discussing current crime levels, it should be remembered that this committee was proposed to the Board so it could take a look at on how Metro addresses public safety. However, new things seemed to be getting

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added to their agenda. It was never discussed how long the committee would be around.

- We should stand by the original goals of the PSAC because the key focus of racial justice and racial equity is important.
- I don't think the original areas of focus and the areas of greatest concern to the public today are necessarily mutually exclusive.
- Our office saw 2020 as a reckoning and something that does not just go away. Our office is aware of increasing issues of crime on the bus and rail system, however, our office remains supportive of alternatives to law enforcement, even though we realize this is an awkward position to be in.
- Perhaps both.
- At the end of the day, I believe that there has to be involvement of police professionals on the PSAC, but PSAC does not appear to have representation of professional police professionals on their committee.

From a Board perspective, what are the strengths of the current PSAC committee, and what opportunities are there for improvement?

- Metro is not a public safety organization but has much power in shaping public safety in Los Angeles. When riding a bus or train, there is a certain intimacy that you experience that you don't experience when you are in an open space, such as when walking on the sidewalk.
- LAPD and the Sherriff both have citizen oversight commissions. Metro needs its own version of a citizen's oversight commission over public safety.
- PSAC should be thought of as something that is institutionalized, not something that is a one-off experiment.
- If the scope of what PSAC is looking at is considered too broad, it needs to be remembered that it was tasked to be that way by Metro.
- PSAC needs a chair; it is not efficient in its current construction.
- PSAC's weakness is its lack of leadership and the profound aversions it has to stepping out and stepping up. PSAC's push for consensus impedes its effectiveness.
- It is refreshing to have PSAC's take because there is a much-lived experience there, but the group needs much support because they must learn Metro's systems and structure along the way.
- Regarding PSAC sometimes being resistant to hearing from Metro staff, this is a hard balance to strike. You either have to provide information beforehand and expect people to study it, or you clearly allot what amount of time can be spent discussing and reviewing something. Board members sometimes have to make decisions with limited information; PSAC needs to be comfortable doing that at times.

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- The budget town hall model could perhaps serve as the guide for Metro staff when they are presenting to PSAC.
- The committee has a very good internal dialogue, it is comfortable, but the challenge is that sometimes it becomes an echo chamber that does not reflect the true position of the public.
- PSAC is really good at talking about current events.
- There does appear to be a lot of back and forth with metro staff at times, to the point that the big picture of what is being discussed is lost.
- A positive is that they are dedicated to making some sort of change.
- A negative is that PSAC sees itself as a decision-making body and not as an advisory body.
- PSAC has a misunderstanding of what its mission is. They are an advisory body, not a policy-making one. Also, they need to be focused on the items on the agenda, and not things that are of personal importance to them. As a committee, they should focus on the big picture, not on minute details.
- A positive is that they are a group of passionate people committed to the job and to the cause.
- A challenge is the make-up of the committee. The viewpoint of the committee is not really representative of the public at large.
- The meetings themselves can be done in 25% of the time that is currently used; there is a lot of wasted time. The facilitation can be improved. The facilitator does not have much influence over the group and doesn't do a very good job of keeping members focused on the agenda. A more assertive facilitator would do a better job with this.
- The Metro board is fairly progressive, but the PSAC is much more so, so perhaps the PSAC needs to align itself with the level of progressiveness of the whole board, and not expect that the whole board will align to PSAC.
- The make-up of this first PSAC was good, but a committee that talks about more than just law enforcement would be helpful. I don't think that changing out all the members is needed, but perhaps broadening out who is on the committee could be helpful.
- A strength is that we have created a space for people whose point of view is generally underrepresented. We have seen recommendations that force metro staff and PSAC to be somewhere between the two positions.
- Concerning the perception that some on the PSAC seem to think that racial equity and racial justice can only be achieved at the expense of law enforcement, this is tricky because some PSAC members do in fact believe in police abolition, so they are not open to reform because in their minds it perpetuates the status quo.
- The feelings of unsafety on the metro system are really more a perception issue. The feelings of disorder, such as the presence of the unhoused and lack of cleanliness, make unsafety seem greater than it actually is. With less ridership, what people are seeing is

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actually just the “baseline,” and it’s just more visible now; it’s not that it is necessarily greater than in the past.

- Labor partners’ voices are not heard as much as they should be; they need to be heard more because they have a stake in the outcomes.
- One of the main strengths of PSAC is creating a safe space where these issues can be discussed. They probe and do not take Metro’s response at face value.
- There does need to be a better process for PSAC to be able to express feelings and concerns and formalize those into something that can be presented.
- There is a need for Metro and PSAC to meet in the middle.
- I have a positive impression of the current facilitator.
- An independent third party as a facilitator is so important because there is so much mistrust between Metro and PSAC.
- For so many years, when people at Metro heard “public safety, they thought that meant more police.
- The board is concerned that there is a perception that black riders are the ones who are singled out by law enforcement.
- There is a way to have eyes on the system that does not involve people carrying firearms.
- PSAC members are riders themselves.
- PSAC brings diversity to the conversation.
- The intent of PSAC was to help the board figure out what to do with the upcoming security contracts. We hoped to gain more tools in the management of these contracts. I wish PSAC would have focused less on removing law enforcement because it was clear the board was not going to do that, but PSAC kept going back to that. Because of this, I think PSAC missed an opportunity to really provide guidance on alternatives to law enforcement.
- I wonder if it’s time to just start over with regard to PSAC; some board members seem amenable to that.
- It just doesn’t seem like the PSAC are partners in figuring out what to do. Do we add new members? I have concerns about PSAC taking up a lot of staff time.
- What is the point of pouring a lot more into it if the board is not going to listen to them anyway?
- I work with activists in my job, but I do not understand why PSAC keeps retrenching back to defunding law enforcement. We need them to help make law enforcement contracts better.
- It seemed as though the board wanted the political cover of PSAC to move forward with the law enforcement RFP, but ultimately PSAC didn’t provide any practical help.
- Metro has the authority in statute to create its own police force, which it should do. You have more direct control, you can direct them, but these conversations never happened.

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- PSAC should consider looking at ridership as a whole, not just through a narrow lens.

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Do you feel the current PSAC committee has been effective in strengthening the public safety for the Metro ridership?

- PSAC takes a framework that has been in the darkness and has been casting light on it.
- PSAC has raised the right questions and has helped the transit ambassador program move forward.
- They have influenced policy, but policy takes a little while to “hit the street.” However, I don’t think the decisions they have made so far have ‘hit the street’ yet.
- No, they have not.
- I have separate meetings with several PSAC members. They have done a lot of work to come up with some ideas, but in other ways, I do not know if they have been all that effective. For example, when PSAC asserted that there should be no funding for law enforcement. This was not realistic and not where the board was at.
- I think if there were another way to appoint the members so that they reflect the board’s values would be good.
- The Facilitators are good, but subcommittees are just too much work. Having the PSAC being more progressive than the board is not altogether a bad thing, because it does challenge the board.
- This question is unfair; PSAC is not there to strengthen public safety, nor have they been given the opportunity to do so.
- I don’t think that it reflects poorly on them that the board has not done everything that has been recommended. They are an advisory committee, after all.
- There may be more efficient ways for PSAC to operate. Perhaps they should meet less frequently.
- No, it has not been effective.
- The benefit of PSAC was not in just bringing in a different voice but in bringing in a pragmatic voice.
- Stephanie brings in a very different perspective, but staff turnover has been an issue. The mandate for PSAC was very broad; it was broad on purpose for political reasons.
- We really do want it to be representative of all riders.
- Without safety, you can’t discuss ridership.

If PSAC were to be reimagined, what would that look like for you?

- Having a consultant run the meetings does not encourage the necessary engagement; in the beginning, it was needed, but now it has become a crutch.
- I think the current PSAC is very focused on figuring out their process, and I don’t think this should be their focus. Either the board or Metro staff should give them their process and what they have to vote on and allow the conversation to go from there.

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- I have noticed that in many meetings; there is confusion about what they are voting on. There seems to be a lot of discussion on the process.
- Having an external facilitator now puts a little too much on the facilitator. Having a rotating chair is more helpful. The group will have more power if it had a chair who speaks for them and who knows that it is part of their responsibility to make sure that protocols are followed.
- Metro needs a functional committee. It needs to be driven by data; it needs to explain how their recommendations would help to improve public safety.
- PSAC needs to be accountable for meeting deadlines.
- PSAC has created a mission and values statement, but other than that, supporters of PSAC have a hard time pointing out the difference PSAC has made. A reimagined PSAC would have more diversity in age and walks of life. Right now, it seems like advocacy groups are overrepresented.
- I wish there were more doses of realism; I would love it if we really didn't need to have police on the system, but that is not the case. PSAC needs to balance idealism with realism.
- It was expected that PSAC would help shake up Metro's status quo model, we didn't want police to be the answer to everything, the board wanted a civilian body that would be providing Metro staff with feedback, and not just it being the board staff who would be providing this feedback.
- When it comes to law enforcement on the system along with alternatives, it is both\and, not either\or. Most board members, 10-13 members, perhaps, share this view. There may be just one or two board members who want to see full defunding of the police.
- PSAC needs to be clear about what situations can truly be handled by non-law enforcement and which cannot.

ADDENDA C

Survey Summary Reports *(PSAC Committee, Metro Staff, and Board Staff)*

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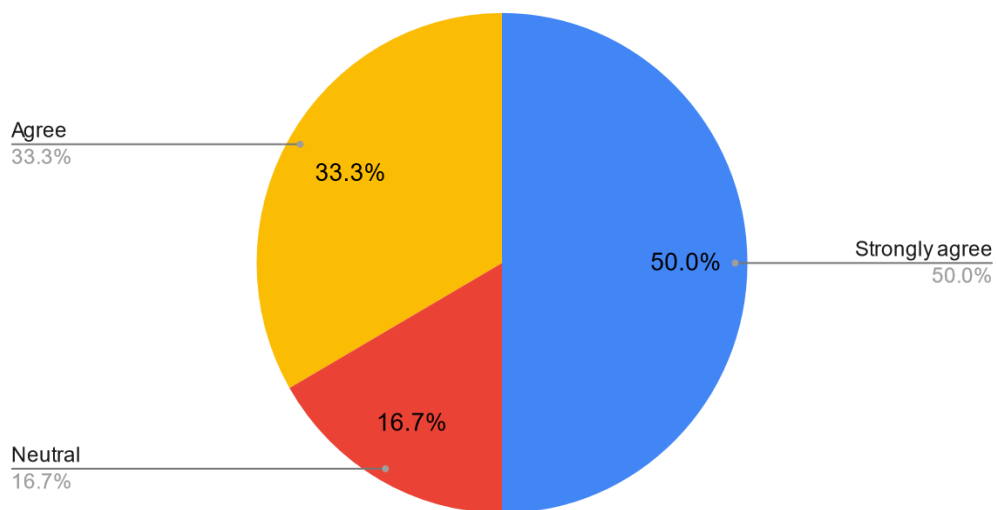
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ADDENDA C

PSAC SELF-ASSESSMENT SURVEY SUMMARY

Below are the summary responses of the PSAC of evaluation questions regarding purpose, structure, and impact.

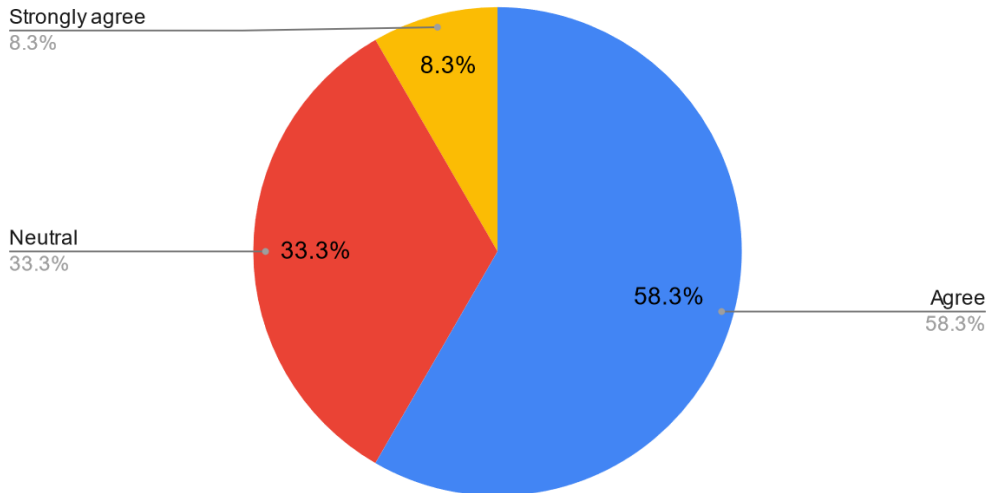
Committee Structure: PSAC members receive relevant and timely information about meeting agendas and logistics.



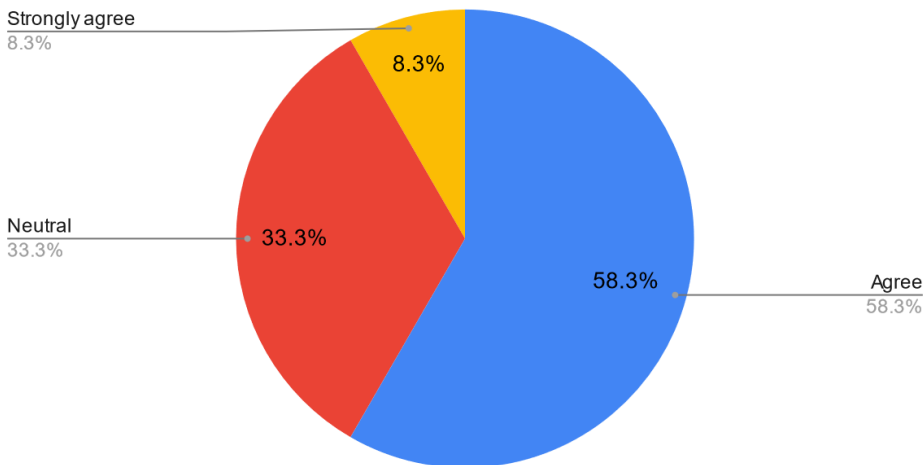
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Committee Structure: The role and responsibilities of PSAC members are clearly defined and understood by all members.



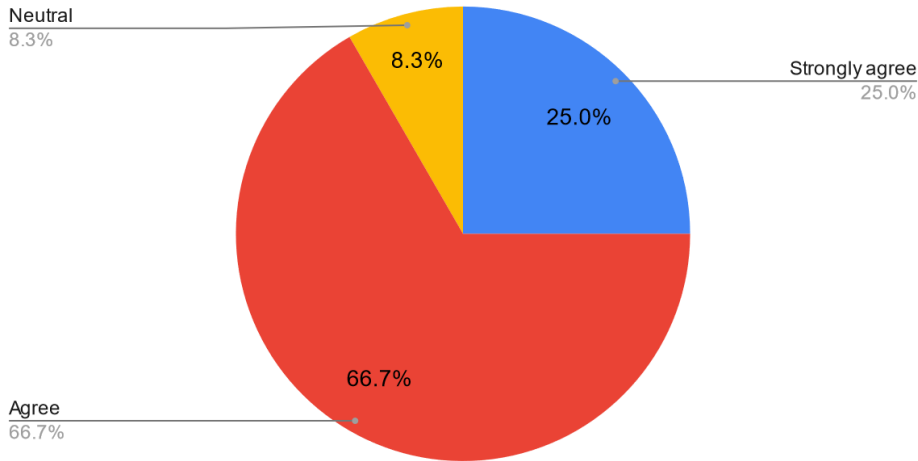
Committee Structure: The role and responsibilities of PSAC members are clearly defined and understood by all members.



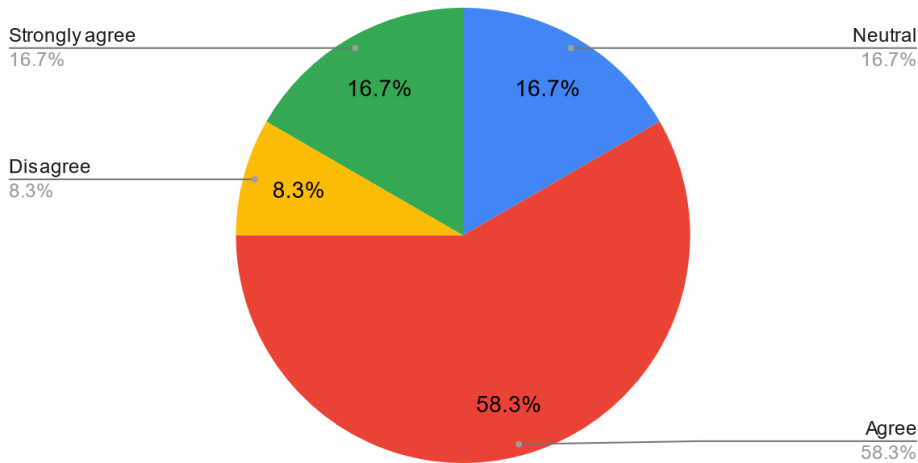
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Committee Structure: PSAC meetings are well organized and planned, and an effective use of time.



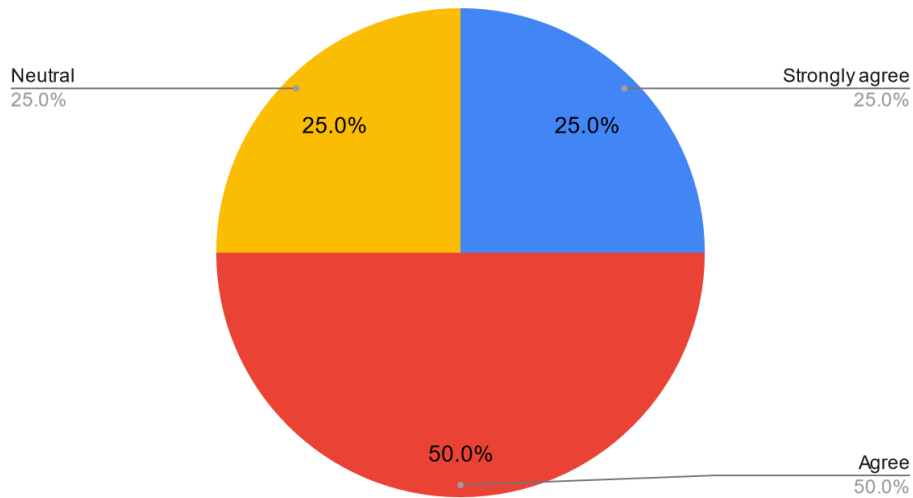
Committee Structure: Presentations by staff at PSAC meetings are data-driven and useful.



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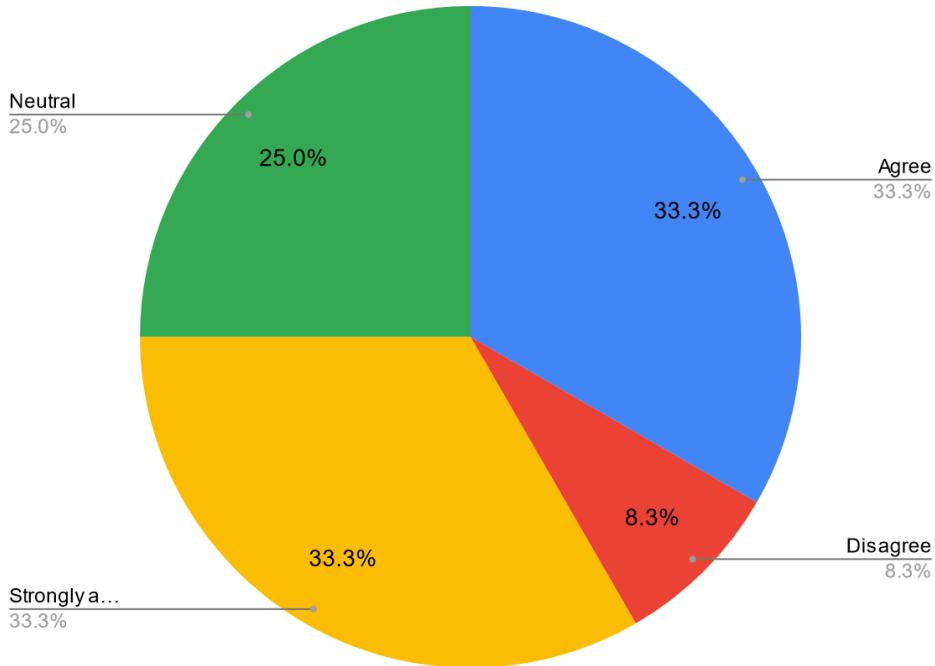
Committee Structure: Communications with Metro staff, Chief Executive, and Board of Directors are done following all duly prescribed protocols.



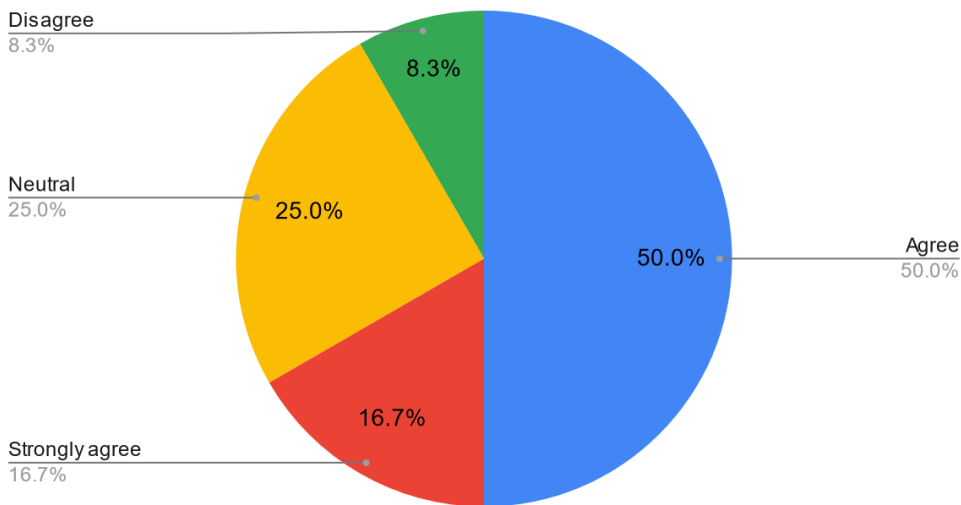
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Committee Composition & Dynamics: PSAC has the right mix of characteristics, backgrounds, experiences, perspectives, and skills necessary to achieve the goals and objectives of the committee in a manner that best serves the public interest.



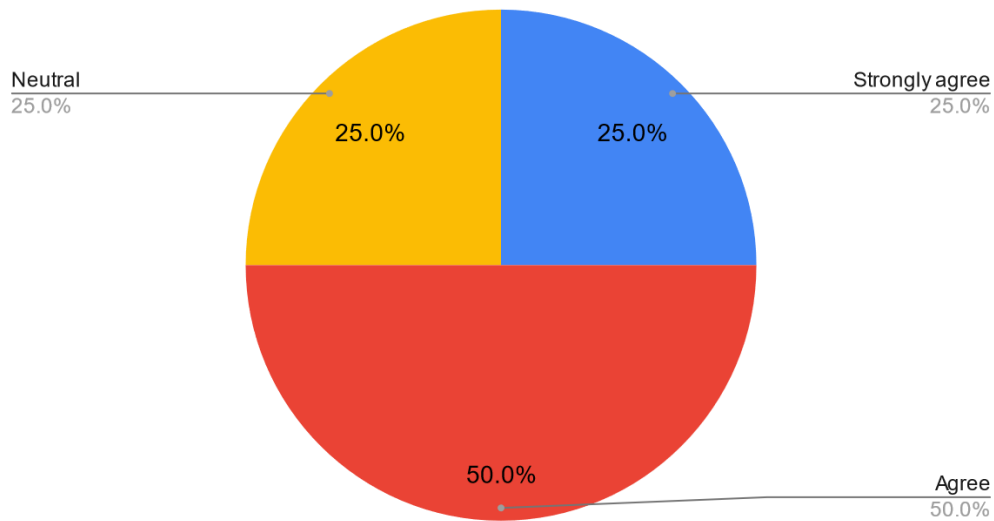
Committee Composition & Dynamics: All members are involved in meeting discussions and decisions.



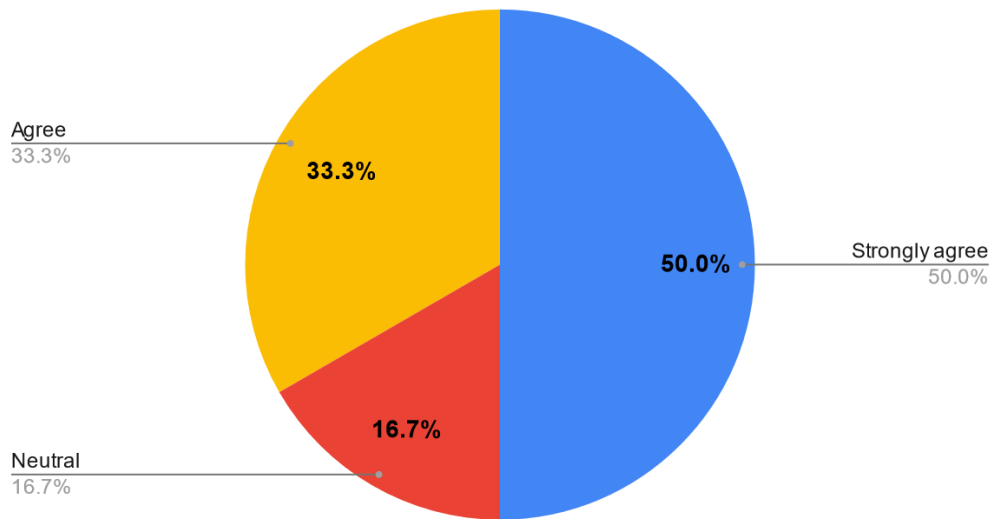
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Committee Composition & Dynamics: Committee deliberations are open and constructive.



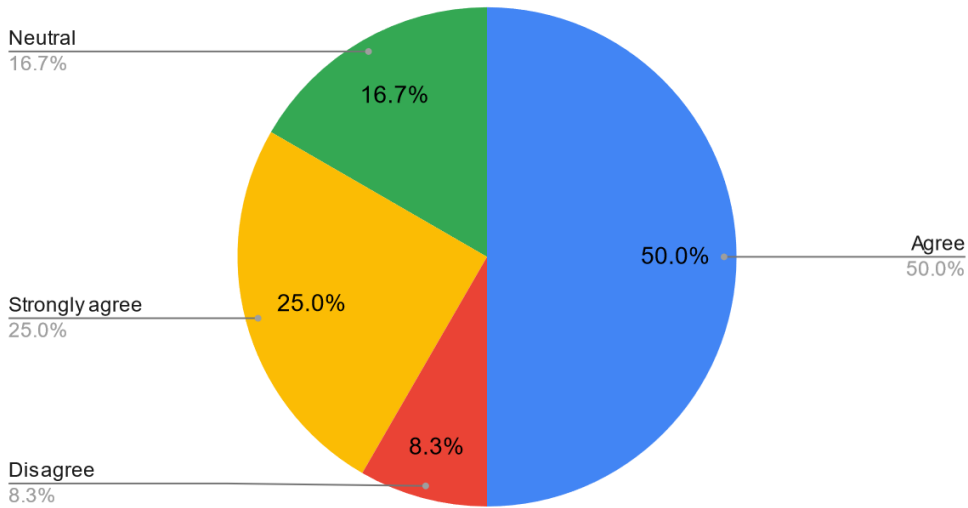
Committee Structure: PSAC members receive relevant and timely information about meeting agendas and logistics.



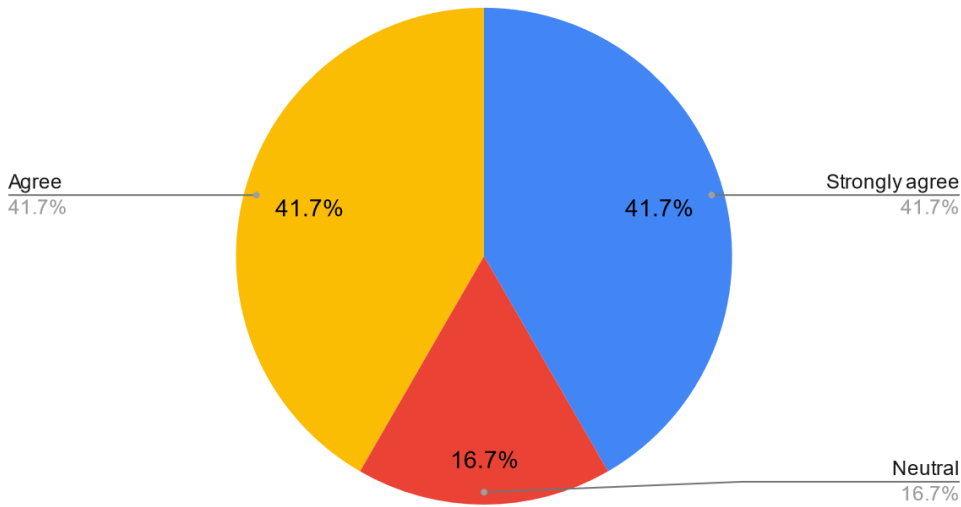
Public Safety Advisory Committee

Impact Evaluation Report

Committee Composition & Dynamics: Dissenting points of view are respectfully encouraged, discussed, and considered.



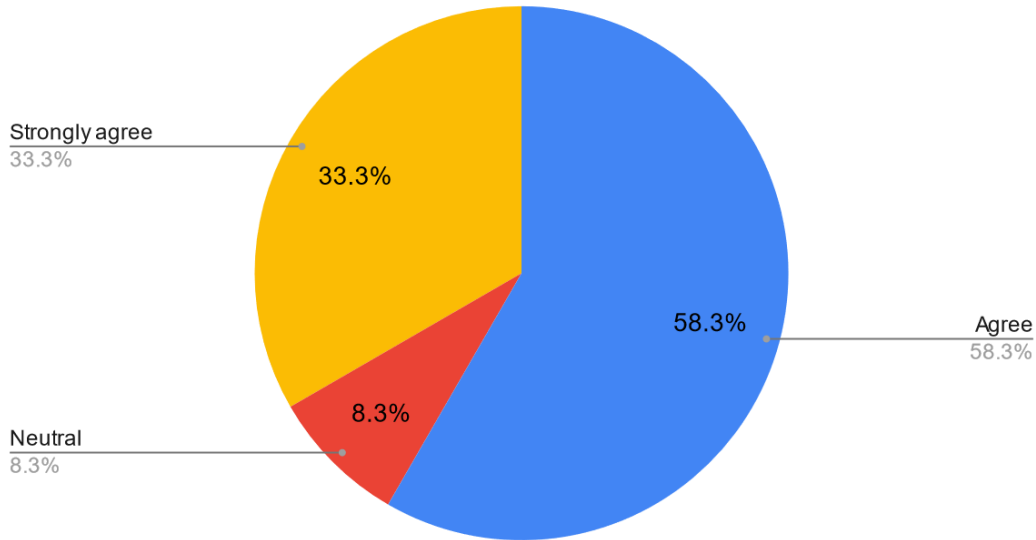
Committee Composition & Dynamics: I feel like I am allowed to express my views freely within PSAC.



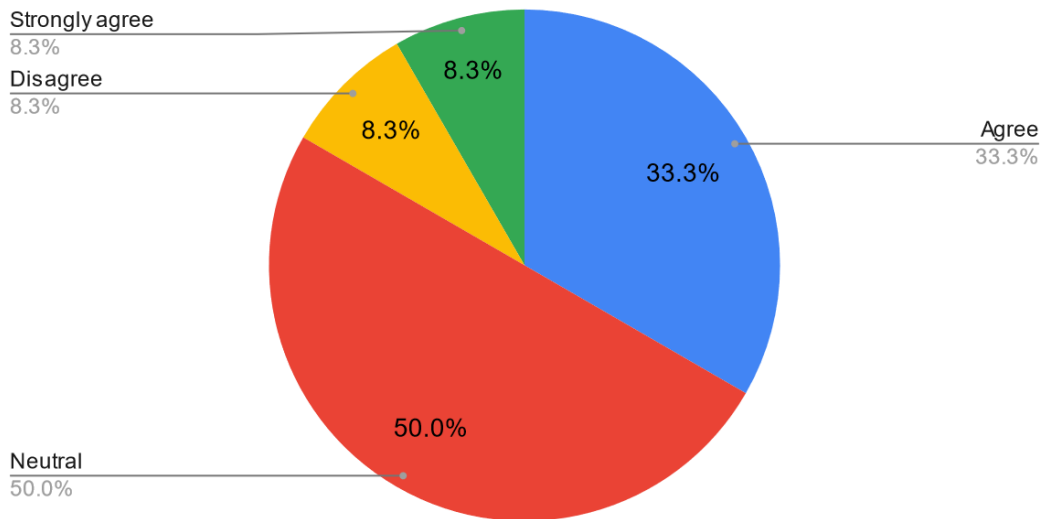
Public Safety Advisory Committee

Impact Evaluation Report

Committee Composition & Dynamics: I feel like my suggestions have been considered prior to final decisions being made by PSAC.



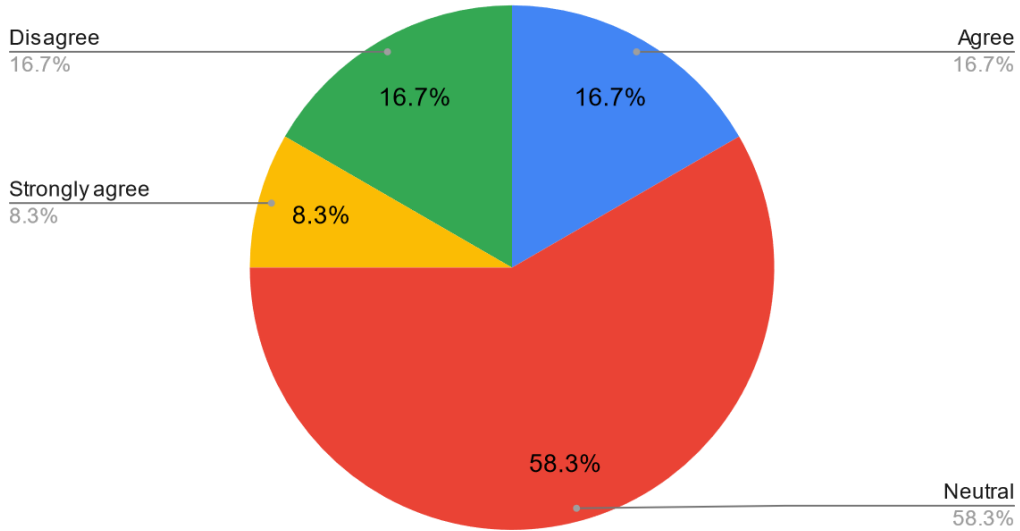
Committee Effectiveness: The PSAC knows and understands the values, mission, and strategic plans of LA METRO related to creating a community-based approach to safety.



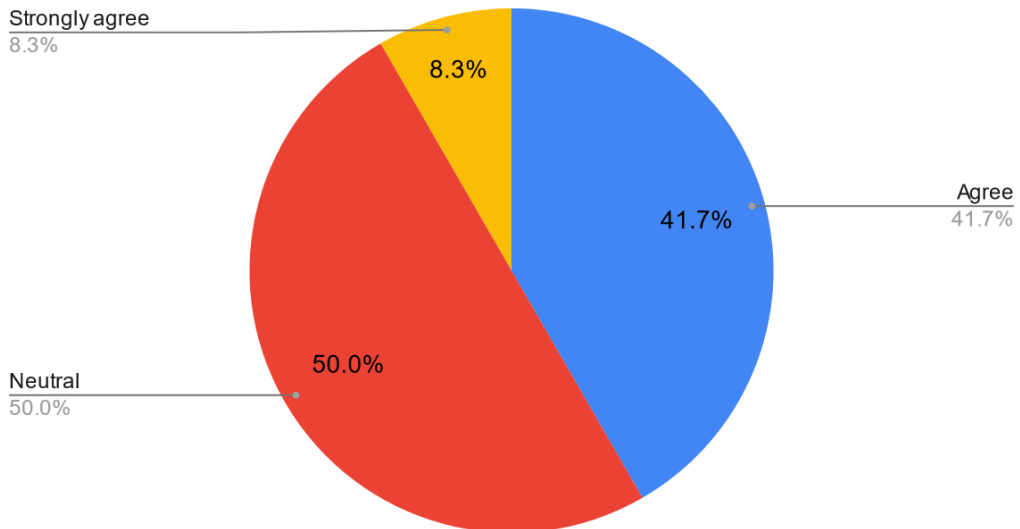
Public Safety Advisory Committee

Impact Evaluation Report

Committee Effectiveness: PSAC has established clear goals with measurable benchmarks related to its role and mission.



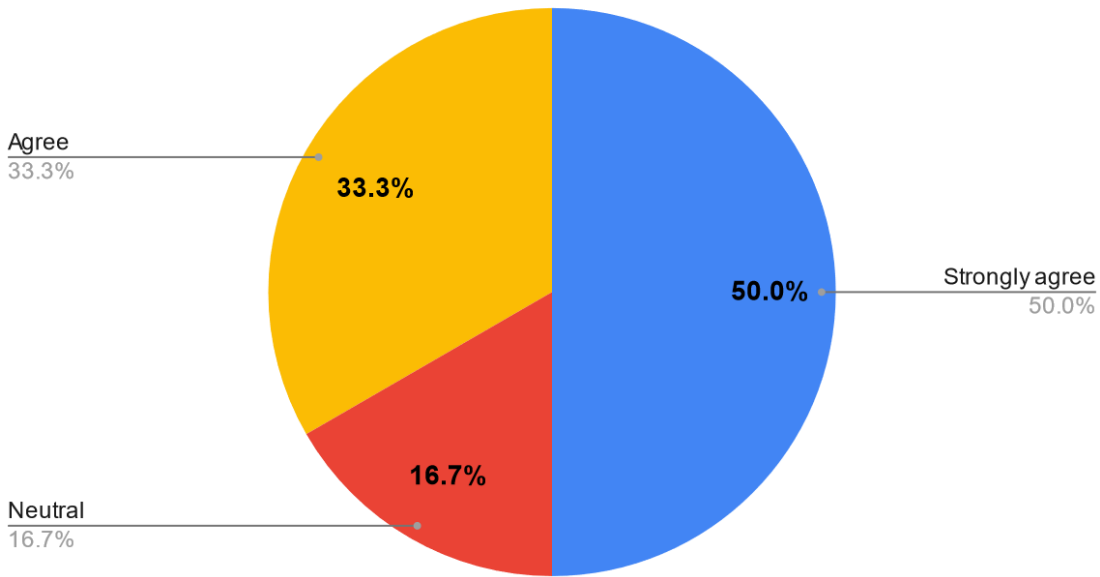
Committee Effectiveness: The PSAC has made measurable progress in one or more of the key areas of interest related to the approved charter.



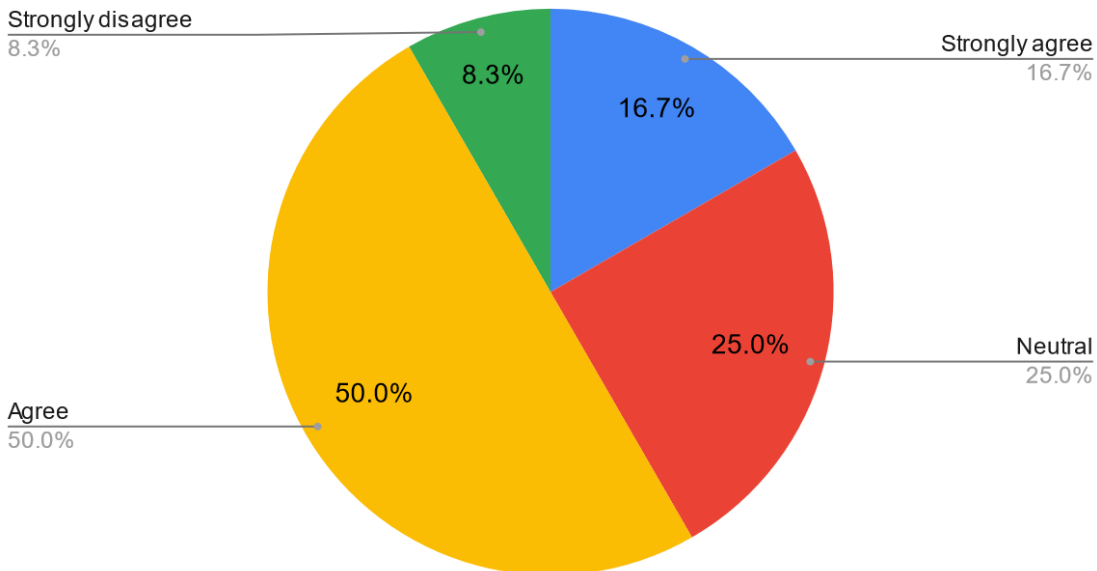
Public Safety Advisory Committee

Impact Evaluation Report

Committee Structure: PSAC members receive relevant and timely information about meeting agendas and logistics.



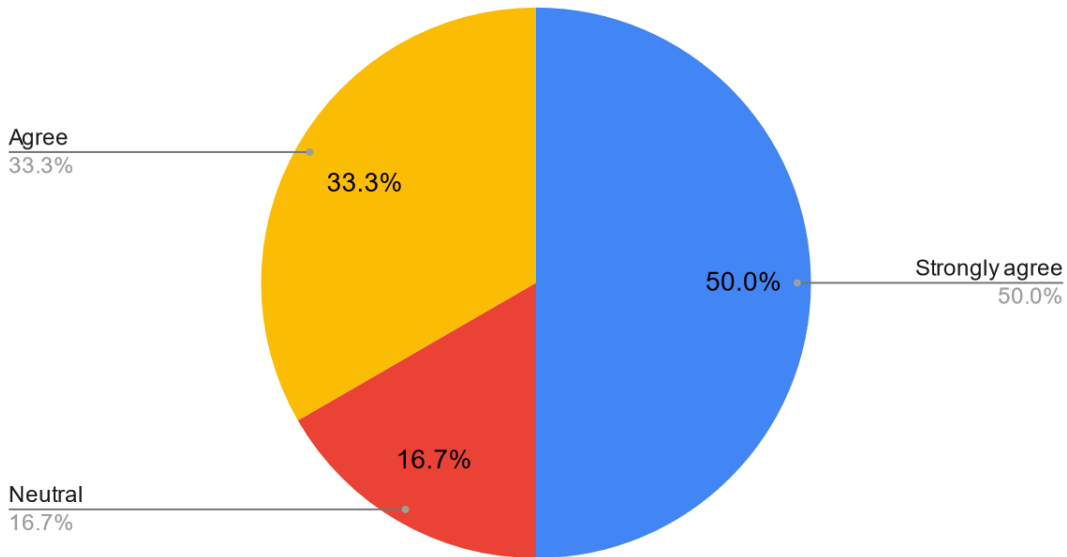
Committee Effectiveness: PSAC is sufficiently attuned to the safety concerns of all riders of LA Metro buses, subways and light rail trains.



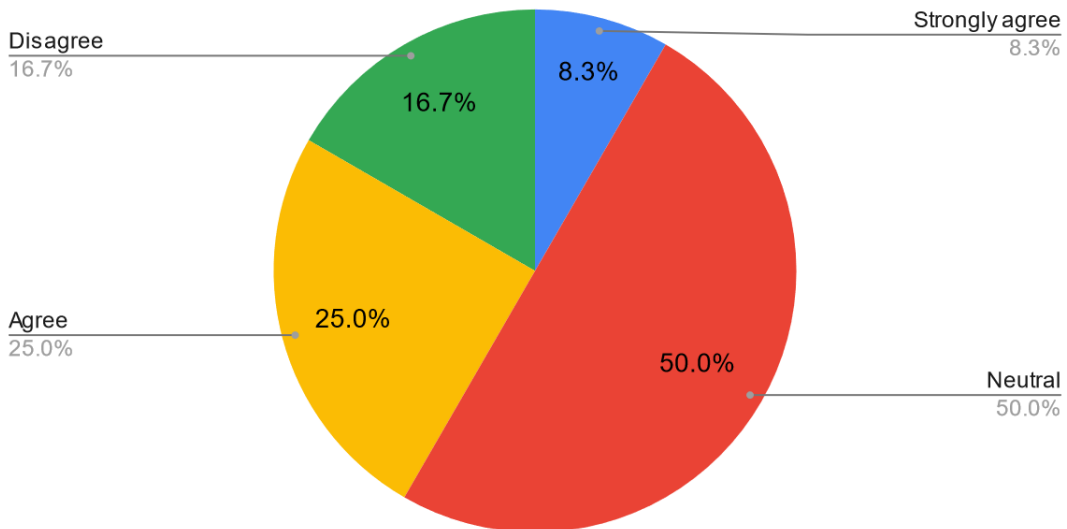
Public Safety Advisory Committee

Impact Evaluation Report

Committee Structure: PSAC members receive relevant and timely information about meeting agendas and logistics.



Committee Effectiveness: One of the responsibilities of the PSAC is to advise the Board when some of the goals PSAC has been tasked with are not feasible or require reconsideration.



Public Safety Advisory Committee

Impact Evaluation Report

PSAC SELF-ASSESSMENT SURVEY NARRATIVE RESPONSES [ABRIDGED]

Below are the summary responses to the PSAC of evaluation narrative questions regarding purpose, structure, and impact.

What do you consider to be PSAC's greatest strength?

- The mixture of community members and staff have been very beneficial to learning.
- Good discussions.
- The diversity of our PSAC body and that key Metro representatives were regularly present.
- Mutual respect for each other's experiences and opinions.
- Members are very passionate about why they are involved.
- Metro and the community coming together.
- The diversity of viewpoints represented by the committee.
- PSAC was created with a truly diverse group of individuals.
- We have a group that is really interested in fixing the issues of safety.
- The diversity of its members' backgrounds.
- People who care and those who are recipients of diverse experiences.
- Our diverse backgrounds and the fact that we comprise both riders and Metro staff.

Public Safety Advisory Committee

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What is PSAC's greatest opportunity for growth or improvement?

- To understand the complexities of the Metro system...and to implement recommendations that are inclusive.
- Include non-academic persons.
- PSAC is developing "high-level" aspirational policies; however, the real impact is at the ground level... I like that it sounds like Metro is focusing more on the source of the behavior rather than the behavior and making recommendations.
- Transitioning from zoom meetings to in-person meetings...would greatly improve our communication and flow.
- Re-evaluating the approach to the law enforcement contract recommendations and how to tangibly improve law enforcement on Metro is something we could excel at.
- Listen to the frontline Operators.
- The challenge with PSAC is that the work it has to conduct can be quite complicated and detailed, but there isn't enough time or enough resources for PSAC members to engage deeply in it.
- PSAC...spent a great deal of the first year pontificating on the nature of society vs being focused on policy recommendations that will lead to actionable and measurable change.
- I see our group as wanting to continue the work even after the end date of the committee. I think when the CEO came and wanted to give us additional training the group declined it. So I am not sure about the group wanting growth or improvement.
- Use of metro funds to improve metro safety and not dilute funds on social issues that should be addressed by non-governmental agencies.
- The committee is a great start but with time it can become a great creation.
- More time and resources to discuss and develop complex solutions. More support and collaboration with Metro Board and law enforcement agencies.

Public Safety Advisory Committee

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What is PSAC doing to improve community-based approaches to public safety?

- The recommendation and hopeful implementation of the ambassador program.
- Nothing so far.
- Having difficult conversations as community members representing different areas/backgrounds and expertise areas. Having Metro staff in the room to understand those perspectives to help inform their day-to-day work.
- Advocacy to improve safety of riders with mental health challenges, disabilities and improving the safety and treatment of people of color on Metro has resulted in the transit ambassador program progressing, the training standards increasing for contracted security and other personnel.
- Exposure.
- Beyond making recommendations that don't appear to be headed by staff, it's not altogether clear.
- PSAC has created good dialogue around serving people experiencing homelessness. PSAC gives Metro a diverse lens.
- I think what we are looking for is honest data and community review. We want to see a partnership between Metro and the communities it serves.
- Dialogue on issues relating to metro.
- PSAC has a human approach that hopes to make everyone feel and know that they are valued and that their safety is a priority.
- We are doing our best to bring in community stakeholders... to get the most comprehensive view of the current state of public safety on Metro, as well as identify what our riders' and drivers' greatest needs are at this time.

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Please describe the best thing about serving as a PSAC member.

- It has been a great learning experience especially hearing from the drivers and staff.
- Nice people.
- Working towards making transit safer and more welcoming for all riders and operators.
- Contributing to the foundation of the transit ambassador program.
- More opportunities to get involved with safety issues.
- Access to important and useful information about Metro projects and governance.
- I can ensure people in the many communities I represent have a voice at the table.
- I feel as if my community's voice was heard.
- Been able to share the reality of metro problems from a front-line employee.
- The expression of gratitude for giving insight from voices that are rarely called on or feel invaluable.
- The general public has often criticized it, but the way our committee has generally evaluated our transit infrastructure from a social justice framework lens has been valuable.

Please provide any additional insight you may want to offer related to the structure, operations, and impact of PSAC.

- This committee needs a ten-year window of commitment with a change of committee members every three but the... greatest asset that Metro chose was to have blended committee and drivers/staff to challenge each other for the safety of us all.
- I do think we should try and do in-person meetings that rotate to different locations around LA County, to also encourage more members of the public to join.
- PSAC in my opinion is something needed long-term. We were able to start this but the process is not over by any means, new initiatives will be needed and public safety needs to continue to evolve and involve the community.

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- All is well.
- The most important thing for staff to figure out is whether PSAC will continue to operate. Staff has to inform PSAC, the Board, and the public whether they will continue to host PSAC, and what they envision PSAC will accomplish.
- I would like to see more discussion of ways art, placemaking, and environmental stewardship can be solutions to public safety.
- I think what our committee lacks was the perspective from one who actually does law enforcement on Metro. It would have been productive to hear what they think works and what doesn't. It just seemed like a voice was missing at the table.
- We should focus on being flexible to address the increase in societal crime and the need to increase police presence and as things improve implement alternatives to policing.
- The ideas I have and the help I can offer have no limits. But someone has to want to hear them voiced or expressed

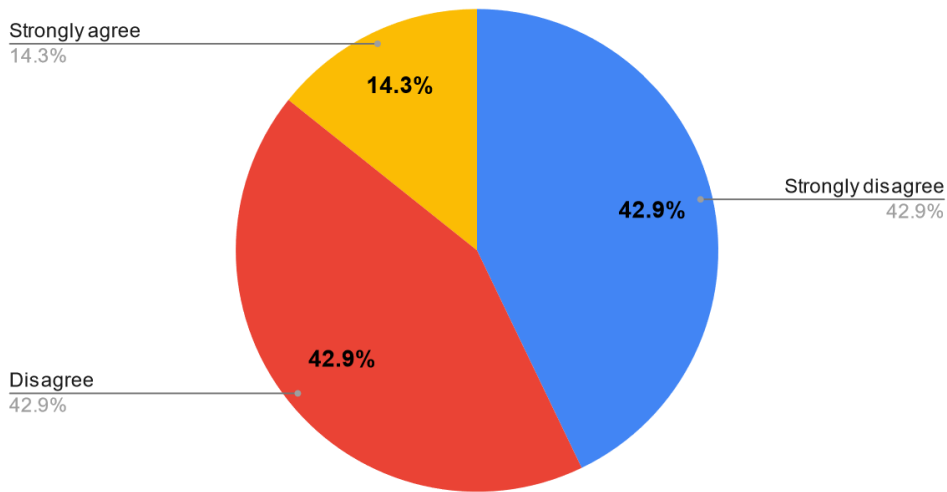
Public Safety Advisory Committee

Impact Evaluation Report

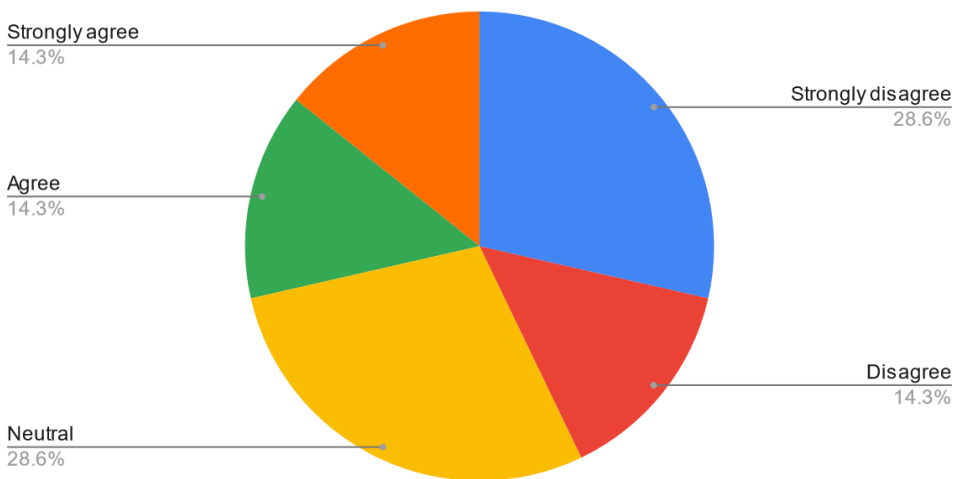
PSAC ASSESSMENT SURVEY SUMMARY- METRO MANAGEMENT

Below are the summary responses of the PSAC of evaluation questions regarding purpose, structure, and impact of Metro leadership staff.

PSAC Structure and Impact: PSAC has the right mix of characteristics, backgrounds, experiences, perspectives, and skills necessary to achieve the goals and objectives of the committee in a manner that best serves the public interest. effective lecturer/demonstrator.



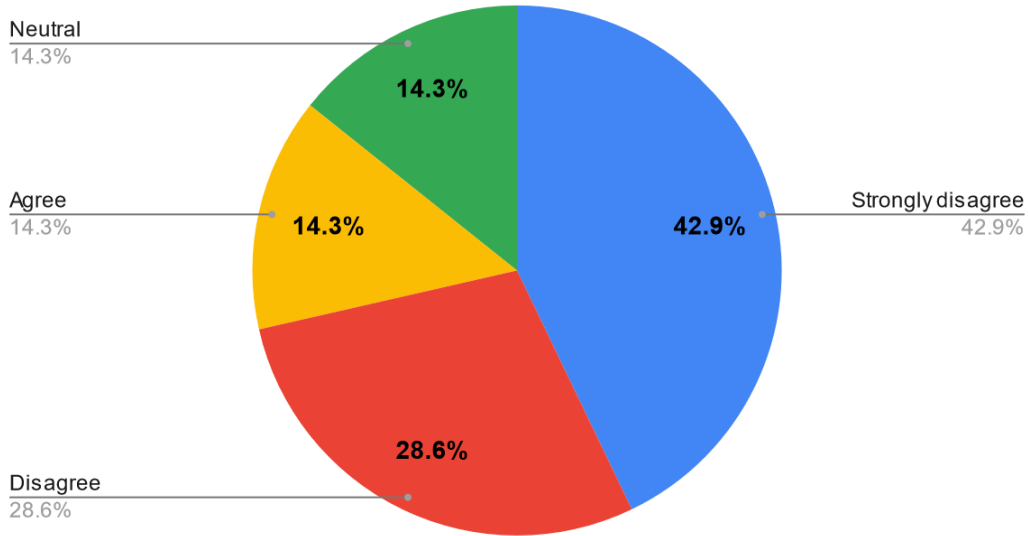
PSAC Structure and Impact: The PSAC knows and understands the values, mission, and strategic plans of LA METRO related to creating a community-based approach to safety.



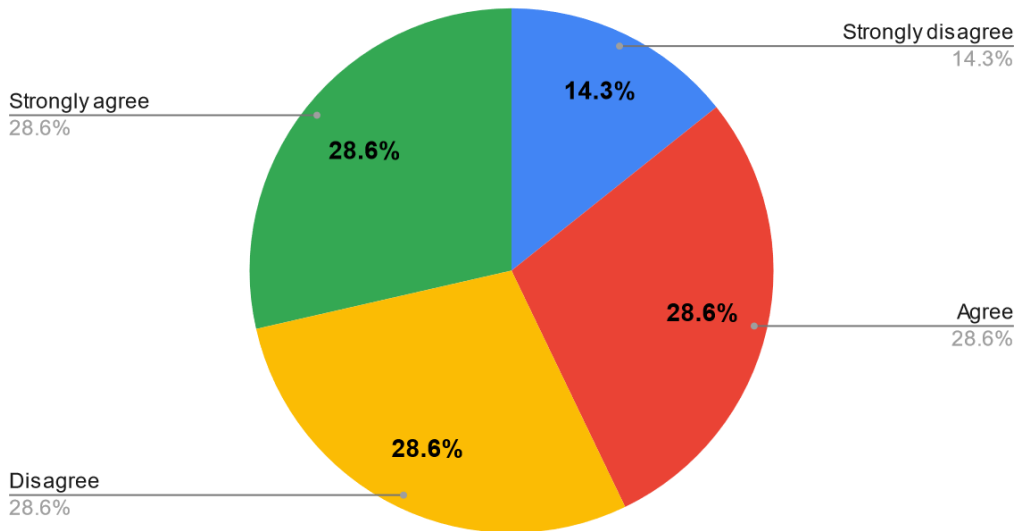
Public Safety Advisory Committee

Impact Evaluation Report

PSAC Structure and Impact: The PSAC has established clear goals with measurable benchmarks related to its role and mission.



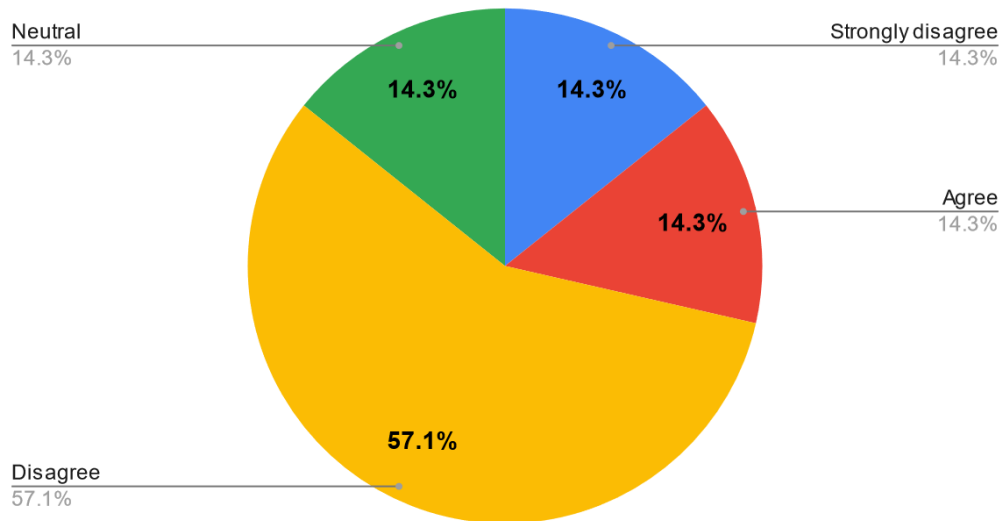
PSAC Structure and Impact: The PSAC has made measurable progress in one or more of the key areas of interest related to the approved charter.



Public Safety Advisory Committee

Impact Evaluation Report

PSAC Structure and Impact: PSAC is sufficiently attuned to the safety concerns of all riders of LA Metro buses, subways and light rail trains.



Public Safety Advisory Committee

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METRO EXECUTIVE LEADERSHIP SURVEY NARRATIVE RESPONSES [ABRIDGED]

What do you consider to be PSAC's greatest strength?

- It's Charter.
- PSAC includes many voices...Together they challenge Metro to think outside of the box and act urgently and equitably to improve safety for all riders.
- Their commitment and interest in being part of the reimagining public safety conversation.
- Some members truly care about safety, our employees and riders. We have received good feedback on messaging the code of conduct during one meeting where ideas were shared.
- Perspective
- Passionate people.
- In theory, PSAC's strength would be that it would provide Metro with the necessary public voice in the development of a truly effective transformational safety program. In the current PSAC structure, I would find it difficult to find a strength.

What is PSAC's greatest opportunity for growth or improvement?

- New membership and elected officers.
- There's a lack of trust in the agency that we haven't been able to overcome...instead of striving towards their goal and considering compromises along the way as we realistically consider what's possible, they aren't able to compromise on some key issues.
- Recognizing the safety concerns that are regularly brought up by callers during their public meetings and feedback provided by employees.

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- It does not appear most PSAC members want to discuss issues or advise...They don't focus on an issue presented.
- Getting organized and defining clear goals that align more closely with the agency's vision 2028 and CEO priorities.
- Better collaboration with metro staff.
- To establish and understand roles and responsibilities. More diversity of perspectives on the council that has voting roles, unconscious bias training for participants.

What is PSAC doing to improve community-based approaches to public safety?

- PSAC's vote to remove law enforcement without consideration of the impact to the community is evidence of flawed reasoning and an anti-policing sentiment without any legitimate LA Metro case, history, pattern, or incident to warrant this position.
- Working to uplift voices that have seldom been heard when it comes to public safety or other aspects of public life. It's uncomfortable for Metro, but they are pushing conversations that need to be had to provide unbiased public safety.
- Sharing their lived experiences of public safety and providing insight on the various safety tools that can help riders feel safe when using the Metro system.
- It is unclear.
- Sharing their experiences
- Advocating for more presence on the system by community organizations

Please provide any additional insight you may want to offer related to the structure, operations, and impact of PSAC.

- The facilitation seemed skewed against Metro...PSAC appeared to be more of a platform to advance positions and opinions of political entities...rather than listening to customers and employees about their needs to feel safe on the LA Metro transit system.

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- The vision for PSAC was ambitious given the time constraints...the timeline...seemed too short to accomplish all that they were expected to do. Trust was a challenge. An initiative like PSAC needs sufficient time, trust building, and strategic thinking to be successful.
- Tighter facilitation of meetings to allow respectful...dialogue between Metro staff and PSAC. Representation of security and/or law enforcement experts in the PSAC membership...Prioritize topics in PSAC's purview in order to meet deadlines.
- Moderating in a way that was discussion-based vs allowing members to vent about things that are not on the agenda.
- Need structure and to build trust with Metro.
- There is no dialogue with PSAC and no collaboration. I do not feel like the meetings are useful or helpful in advancing change.

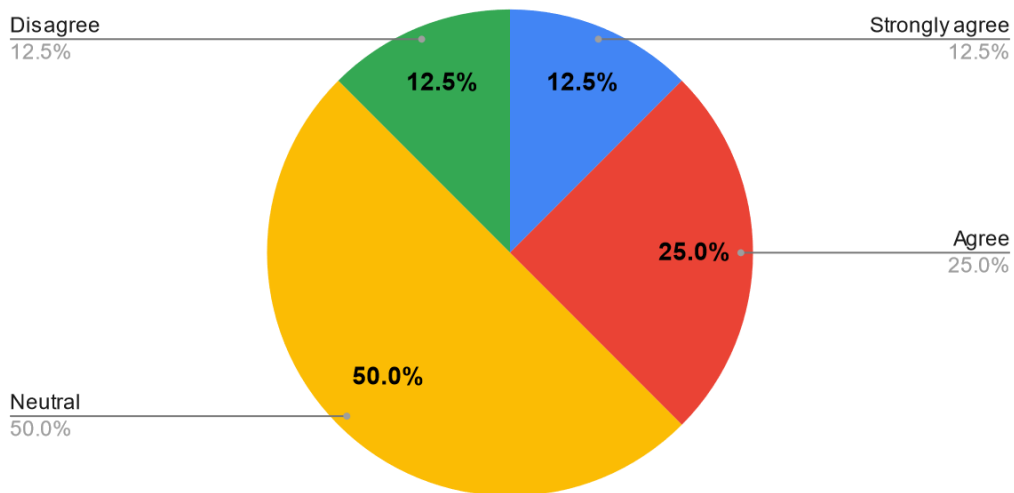
Public Safety Advisory Committee

Impact Evaluation Report

PSAC ASSESSMENT SURVEY SUMMARY- BOARD STAFF REPRESENTATIVES

Below are the summary responses to the PSAC of evaluation questions regarding the purpose, structure, and impact of Board staff.

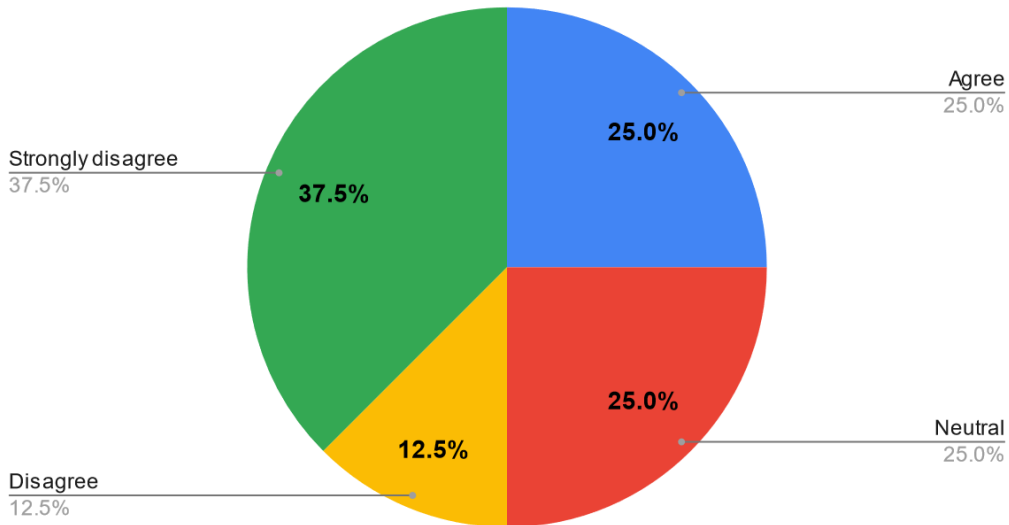
PSAC Structure and Impact: The PSAC knows and understands the values, mission, and strategic plans of LA METRO related to creating a community-based approach to safety.



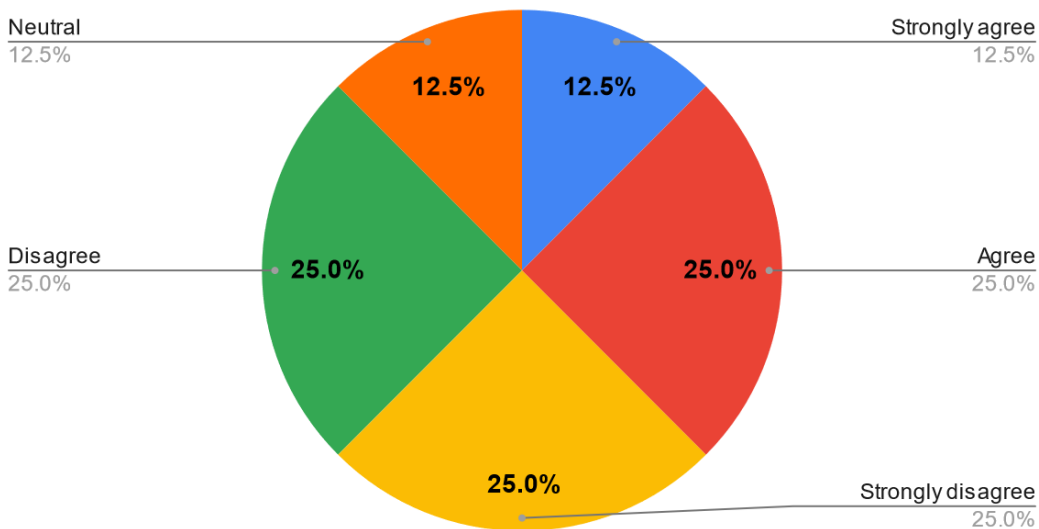
Public Safety Advisory Committee

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PSAC Structure and Impact: The PSAC has established clear goals with measurable benchmarks related to its role and mission.



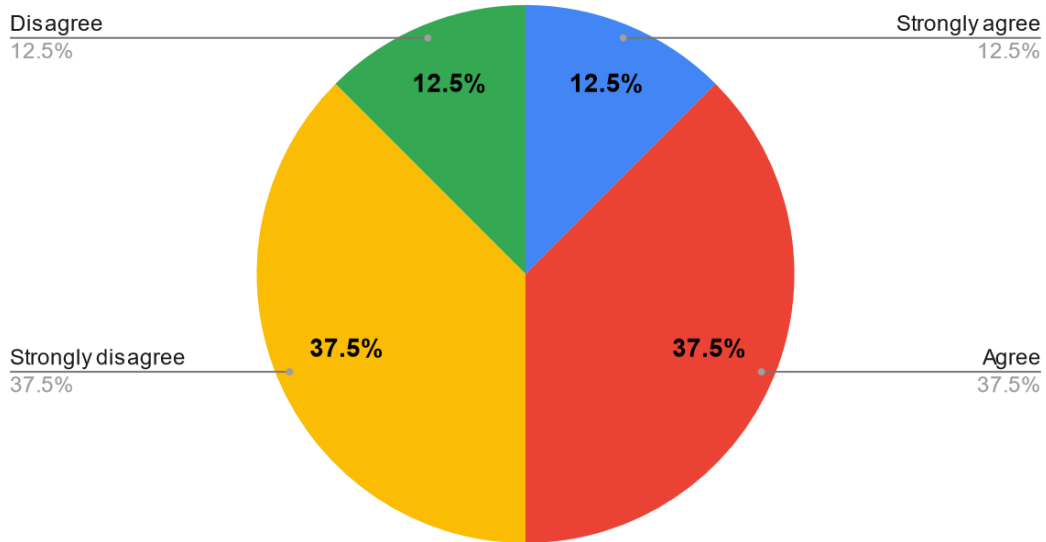
PSAC Structure and Impact: PSAC has the right mix of characteristics, backgrounds, experiences, perspectives, and skills necessary to achieve the goals and objectives of the committee in a manner that best serves the public interest. effective lecturer/demonstrator.



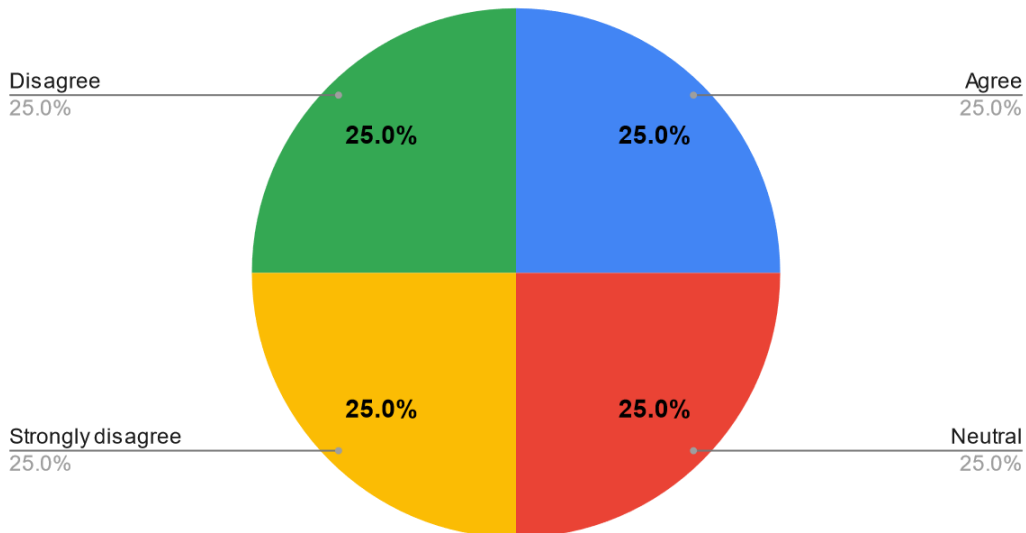
Public Safety Advisory Committee

Impact Evaluation Report

PSAC Structure and Impact: PSAC is sufficiently attuned to the safety concerns of all riders of LA Metro buses, subways and light rail trains.



PSAC Structure and Impact: The PSAC has made measurable progress in one or more of the key areas of interest related to the approved charter.



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Comments from Metro Board staff representatives based on survey results and individual interviews

Do you think that the PSAC charter should still be guided by the June 2020 and March 2021 Board Motions as written? Or should the PSAC be guided by the issues of public safety that are of greatest concern to the community at this time?

- In general, board policy is very important, but things do change, and adjustments may be appropriate, but the ultimate intent of the original board motion should not be lost sight of.
- A charter should be a living document and change as the perspectives of the public change. The original motion was vague, and it was unclear who the PSAC should report. Other committees are clearly accountable to the Board. With PSAC, it was unclear to whom it should report. Is it the Board? The CEO? This needs to be clarified.
- Keeping PSAC grounded in the Board motions is a good idea, but there should be an “evolution” responsive to changing conditions. PSAC should still have input on the law enforcement contracts.

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- Direction needs to come from the Board and what they want from PSAC.
- The spirit of the motions from June 2020 is still good, but the seeming chaotic state of the transit system is absent from the conversation. The overriding concern should be the safety of the people in the system. I have personally witnessed the chaotic state.
- It would seem to be critical that we keep the original motions in mind, but we need to be flexible about current conditions. We want bus drivers on the system to feel safe. Also, PSAC needs to be reminded of their advisory status and that they are not a policy-making body.
- We formed the PSAC for a specific reason. A major part of that reason was to comment on the law enforcement contracts, and they should stay true to that.
- As to whether this committee should be discussing current crime levels, it should be remembered that this committee was proposed to the Board so it could take a look at how Metro addresses public safety. However, new things seemed to be getting added to their agenda. It was never discussed how long the committee would be around.
- We should stand by the original goals of the PSAC because the key focus of racial justice and racial equity is important.
- I don't think the original areas of focus and the areas of greatest concern to the public today are necessarily mutually exclusive.
- Our office saw 2020 as a reckoning and something that does not just go away. Our office is aware of increasing issues of crime on the bus and rail system; however our office remains supportive of alternatives to law enforcement, even though we realize this is an awkward position to be in.
- Perhaps both.
- At the end of the day, I believe that there has to be involvement of police professionals on the PSAC, but PSAC does not appear to have representation of professional police professionals on their committee.
- Metro is not a public safety organization but has much power in shaping public safety in Los Angeles. When riding a bus or train, there is a certain intimacy that you experience that you don't experience when you are in an open space, such as when walking on the sidewalk.

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- LAPD and the Sherriff both have citizen oversight commissions. Metro needs its own version of a citizen's oversight commission over public safety.
- PSAC should be thought of as something that is institutionalized, not something that is one-off experiment.
- If the scope of what PSAC is looking at is considered too broad, it needs to be remembered that it was tasked to be that way by Metro.
- PSAC needs a chair; it is not efficient in its current construction.
- PSAC's weakness is its lack of leadership and the profound aversions it has to stepping out and stepping up. PSAC's push for consensus impedes its effectiveness.
- It is refreshing to have PSAC's take because there is much-lived experience there, but the group needs much support because they must learn Metro's systems and structure along the way.
- Regarding PSAC sometimes being resistant to hearing from Metro staff, this is a hard balance to strike. You either have to provide information beforehand and expect people to study it, or you clearly allot what amount of time can be spent discussing and reviewing something. Board members sometimes have to make decisions with limited information; PSAC needs to be comfortable doing that at times.
- The budget town hall model could perhaps serve as the guide for Metro staff when they are presenting to PSAC.
- The committee has a very good internal dialogue, it is comfortable, but the challenge is that sometimes it becomes an echo chamber that does not reflect the true position of the public.
- PSAC is really good at talking about current events.
- There does appear to be a lot of back and forth with metro staff at times, to the point that the big picture of what is being discussed is lost.
- A positive is that they are dedicated to making some sort of change.
- A negative is that PSAC sees themselves as a decision-making body and not as an advisory body.
- PSAC has a misunderstanding of what their mission is. They are an advisory body, not a policymaking one. Also, they need to be focused on the items on the agenda, and not things

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that are of personal importance to them. As a committee, they should focus on the big picture, not on minute details.

- A positive is that they are a group of passionate people committed to the job and to the cause.
- A challenge is the make-up of the committee. The viewpoint of the committee is not really representative of the public at large.
- The meetings themselves can be done in 25% of the time that is currently used; there is a lot of wasted time. The facilitation can be improved. The facilitator does not have much influence over the group and doesn't do a very good job of keeping members focused on the agenda. A more assertive facilitator would do a better job with this.
- The Metro board is fairly progressive, but the PSAC is much more so, so perhaps the PSAC needs to align itself with the level of progressiveness of the whole board, and not expect that the whole board will align to PSAC.
- The make-up of this first PSAC was good, but a committee that talks about more than just law enforcement would be helpful. I don't think that changing out all the members is needed, but perhaps broadening out who is on the committee could be helpful.
- A strength is that we have created a space for people whose point of view is generally underrepresented. We have seen recommendations that force metro staff and PSAC to be somewhere between the two positions.
- Concerning the perception that some on the PSAC seem to think that racial equity and racial justice can only be achieved at the expense of law enforcement, this is tricky because some PSAC members do in fact believe in police abolition, so they are not open to reform because in their minds it perpetuates the status quo.
- The feelings of unsafety on the metro system are really more a perception issue. The feelings of disorder, such as the presence of the unhoused and lack of cleanliness, make unsafety seem greater than it actually is. With less ridership, what people are seeing is actually just the "baseline," and it's just more visible now; it's not that it is necessarily greater than in the past.
- Labor partners' voices are not heard as much as they should be; they need to be heard more because they have a stake in the outcomes.
- One of the main strengths of PSAC is creating a safe space where these issues can be discussed. They probe and do not take Metro's response at face value.

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- There does need to be a better process for PSAC to be able to express feelings and concerns and formalize those into something that can be presented.
- There is a need for Metro and PSAC to meet in the middle.
- I have a positive impression of the current facilitator.
- An independent third party as a facilitator is so important because there is so much mistrust between Metro and PSAC.
- For so many years, when people at Metro heard “public safety, they thought that meant more police.
- The board is concerned that there is a perception that black riders are the ones who are singled out by law enforcement.
- There is a way to have eyes on the system that does not involve people carrying firearms
- PSAC members are riders themselves.
- PSAC brings diversity to the conversation
- The intent of PSAC was to help the board figure out what to do with the upcoming security contracts. We hoped to gain more tools in the management of these contracts. I wish PSAC would have focused less on removing law enforcement because it was clear the board was not going to do that, but PSAC kept going back to that. Because of this, I think PSAC missed an opportunity to really provide guidance on alternatives to law enforcement.
- I wonder if it’s time to just start over with regard to PSAC; some board members seem amenable to that.
- It just doesn’t seem like the PSAC are partners in figuring out what to do. Do we add new members? I have concerns about PSAC taking up a lot of staff time.
- What is the point of pouring a lot more into it if the board is not going to listen to them anyway?
- I work with activists in my job, but I do not understand why PSAC keeps retrenching back to defunding law enforcement. We need them to help make law enforcement contracts better.

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- It seemed as though the board wanted the political cover of PSAC to move forward with the law enforcement RFP, but ultimately PSAC didn't provide any practical help.
- Metro has the authority in statute to create its own police force, which it should do. You have more direct control, you can direct them, but these conversations never happen.
- PSAC should consider looking at ridership as a whole, not just through a narrow lens.

Do you feel the current PSAC committee has been effective in strengthening the public safety for the Metro ridership?

- PSAC takes a framework that has been in the darkness and has been casting light on it.
- PSAC has raised the right questions and has helped the transit ambassador program move forward.
- They have influenced policy, but policy takes a little while to "hit the street." However, I don't think the decisions they have made so far have 'hit the street' yet.
- No, they have not.
- I have separate meetings with several PSAC members. They have done a lot of work to come up with some ideas, but in other ways, I do not know if they have been all that effective. For example, when PSAC asserted that there should be no funding for law enforcement. This was not realistic and not where the board was at.
- I think if there were another way to appoint the members so that they reflect the board's values would be good.
- The Facilitators are good, but subcommittees are just too much work. Having the PSAC being more progressive than the board is not altogether a bad thing, because it does challenge the board.
- This question is unfair; PSAC is not there to strengthen public safety, nor have they been given the opportunity to do so.
- I don't think that it reflects poorly on them that the board has not done everything that has been recommended. They are an advisory committee, after all.
- There may be more efficient ways for PSAC to operate. Perhaps they should meet less frequently.

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- No, it has not been effective.
- The benefit of PSAC was not in just bringing in a different voice but in bringing in a pragmatic voice.
- Stephanie brings in a very different perspective, but staff turnover has been an issue. The mandate for PSAC was very broad; it was broad on purpose for political reasons.
- We really do want it to be representative of all riders.

If PSAC were to be reimaged, what would that look like for you?

- Without safety, you can't discuss ridership.
- Having a consultant run the meetings does not encourage the necessary engagement; in the beginning, it was needed, but now it has become a crutch.
- I think the current PSAC is very focused on figuring out their process, and I don't think this should be their focus. Either the board or Metro staff should give them their process and what they have to vote on and allow the conversation to go from there.
- I have noticed that in many meetings; there is confusion about what they are voting on. There seems to be a lot of discussion on the process.
- Having an external facilitator now puts a little too much on the facilitator. Having a rotating chair is more helpful. The group will have more power if it had a chair who speaks for them and who knows that it is part of their responsibility to make sure that protocols are followed.
- Metro needs a functional committee. It needs to be driven by data; it needs to explain how their recommendations would help to improve public safety.
- PSAC needs to be accountable for meeting deadlines.
- PSAC has created a mission and values statement, but other than that, supporters of PSAC have a hard time pointing out the difference PSAC has made. A reimaged PSAC would have more diversity in age and walks of life. Right now, it seems like advocacy groups are overrepresented.

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- I wish there were more doses of realism; I would love it if we really didn't need to have police on the system, but that is not the case. PSAC needs to balance idealism with realism.
- It was expected that PSAC would help shake up Metro's status quo model; we didn't want police to be the answer to everything; the board wanted a civilian body that would be providing Metro staff with feedback and not just it being the board staff who would be providing this feedback.
- When it comes to law enforcement on the system along with alternatives, it is both\and, not either\or. Perhaps most board members, 10-13 members, share this view. There may be just one or two board members who want to see full defunding of the police.
- PSAC needs to be clear about what situations can truly be handled by non-law enforcement and which cannot.
- PSAC, if it continues, would need to answer the question, how would you like law enforcement on the system to look different than it currently does?
- We have a broad spectrum of people on the board, and my office wants to keep the women on our metro system safe.
- If you ask people the question, what does transit safety look like for you? It must include the answers of all people beyond just those represented by PSAC special interest groups.

Is there anything that I neglected to ask or that we did not discuss that you would like to share at this time?

- PSAC needs to stay, but it needs new life breathed into it.
- Tension between PSAC and Metro management is normal, but PSAC needs to go into institutionalized mode. There needs to be a chair, even if that person is compensated more. PSAC needs to study how effective commissions function. PSAC needs to replicate the things that other commissions that function well do.
- PSAC recommendations should go directly to the Board. My understanding was that this committee was always meant to report directly to the Board.
- This group needs a little more structure, whether that means that it reports to the board or the CEO, more frequently to provide substantive recommendations that can be acted on.

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- The civilian oversight bodies of the law enforcement agencies metro contracts with is not sufficient for metro's purposes. Metro needs to have an ongoing civilian committee that is supported by Metro, that has a more defined, perpetual role, and that is made up of multiple stakeholders.
- The board seems really interested in the recommendations of this PSAC, but we need to consider whether those recommendations will address the lack of trust that the community may have in Metro to put the interest of the public first.

ADDENDA D

Public Safety Committees at Other Transit Agencies

(Comparative and Promising Practices)

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ADDENDA D

PUBLIC SAFETY ADVISORY COMPARISON CHARTERS

Tri-Met (Portland, OR) Transit Agency

The Process for Reimagining Public Safety & Security on Transit

(NO CHARTER, LIMITED ENGAGEMENT COMMITTEE)

Status as described on <https://trimet.org/publicsafety/background.htm>

Thank you to those who participated in listening sessions and gave feedback. Between July and November 2020, we received over 13,000 survey responses, supported 300 one-on-one interviews and engaged 271 people in 31 focus groups. We received feedback in English, Arabic, French, Khmer, Lao, Russian, Spanish, Swahili, Ukrainian, Japanese, Korean, Chinese, Rohingya, and Vietnamese.

We are continuing to study and collaborate with other transit systems across the county to better understand and investigate promising approaches in community engagement and transit security. With the support of a third-party analysis of the security challenges facing the region and the feedback from riders and employees we convened a Transit Public Safety Advisory Committee of regional thought leaders, community representatives and national transit experts. The committee used the feedback gathered through the surveys and the listening sessions, the research results, and the local transit system analysis, to develop recommendations for TriMet's leadership to consider in moving the system forward with community informed strategies.

Over the course of seven meetings, the Transit Public Safety Advisory Committee reviewed and discussed the information gathered through extensive community outreach and research and developed a series of recommendations and priorities. TriMet's leadership is considering those recommendations, including the top three:

Conducting agency-wide training on anti-racism, cultural competency, mental health, and de-escalation techniques for TriMet employees that is based on real-world situations and offered on a continuous basis, leveraging community expertise.

Increasing the presence of TriMet personnel on the system and exploring community ambassador rider support models. The additional presence should strive to be diverse, reflecting the region's age, race, and ability, and focused on making the system safer and more welcoming.

Developing a Crisis Intervention Team model that is focused on supporting transit riders experiencing a mental health crisis or other behavioral health issues.

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The Advisory Committee noted that regional coordination and partnering across jurisdictions would be needed to allow TriMet to scale up its ability to advance these recommendations. The committee also voiced support for additional priority investments, including:

Continuing to make security-related infrastructure improvements, with a focus on lighting, and general system cleanliness,

Working with the community to develop and launch public messaging campaigns to clearly explain how the security system works and their part in it; and,

Leveraging additional technology applications to support riders and staff using apps and software.

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WMATA Police Department (Washington, DC Transit) PSAC Charter

PRESENTED AND ADOPTED: June 23, 2020

SUBJECT: ESTABLISHMENT OF METRO TRANSIT POLICE DEPARTMENT

INVESTIGATIONS REVIEW PANEL

2020-25

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE WASHINGTON METROPLITAN AREA TRANSIT
AUTHORITY**

WHEREAS; Metro has a longstanding commitment to diversity, transit equity, and inclusion, and that commitment remains at the forefront of all we do;

WHEREAS; The Metro Transit Police Department (MTPD) has a history of proactive police reform and incorporates best practices in law enforcement;

WHEREAS Nonetheless, the Board acknowledges the current dialogue on policing and police reforms that is taking place around the country;

WHEREAS; The Board recognizes the urgent need to further improve how MTPD provides public safety in the Metro Transit System and to continue to foster trust between MTPD and the public;

WHEREAS, Under Board By-Laws Article V, Section 1, the Board may establish advisory bodies; and

WHEREAS, The Board desires to establish the MTPD Investigations Review Panel, which shall include citizen members and police members from the Metro Transit Zone, to provide recommendations to the MTPD Chief of Police, with a copy to the Board, on changes or revisions to MTPD training and policies that will improve the integrity of investigations, the thoroughness and fairness of the process, and the adequacy of training consistent with best practices in law enforcement;

NOW, THEREFORE, be it RESOLVED, That the Board hereby creates the Metro Transit Police Department Investigations Review Panel

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CHARTER OF THE WASHINGTON METRO TRANSIT POLICE DEPARTMENT INVESTIGATIONS REVIEW PANEL

Article I: Purpose

The purpose of the Metro Transit Police Department Investigations Review Panel (“the Review Panel”) is to conduct an independent and impartial review of certain completed investigations, such as customer complaints or use of force incidents, to enhance the training and policies of the Metro Transit Police Department (“MTPD”) in the continuing effort to foster public trust between the MTPD and the communities it serves.

Article II: Review Panel

1. Review Panel Responsibilities. The Review Panel shall:

A. Review the previous quarter’s final, non-appealable, and completed investigations, with access to the entire investigation file, conducted by:

(1) the MTPD Office of Professional Responsibility and Inspections (“OPRI”); and/or (2) a MTPD District/Division/Unit Commander, to ensure the completeness, accuracy, and objectivity of those investigations.

B. Make written recommendations to the MTPD Chief of Police, with a copy to the WMATA Board, based on its review of investigations regarding the integrity of the investigation, the thoroughness and fairness of the process, and the adequacy of training consistent with best practices in law enforcement; and

C. Endeavor to issue its written recommendations, if any, within 85 days following its review.

2. Composition and Selection of the Review Panel. The Review Panel shall consist of seven members. The composition of the Review Panel shall endeavor to reflect the diversity of the National Capital Region.

A. Police Members. Three members of the Review Panel shall be current, command-level (i.e., Captain or above) officials or internal affairs officials working in police departments in the National Capital Region, and where possible, one each from state or local police departments from the District of

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Columbia, Maryland, and Virginia. To the extent the MTPD Chief of Police is not able to obtain participation from one of these jurisdictions, then the Chief may obtain a police member from a federal law enforcement agency. The Chief of Police from the participating police department shall select the police member for participation on the Review Panel.

B. Citizen Members. There will be four citizen members of the Review Panel, one from each of the District of Columbia (a resident of the District of Columbia), Maryland (a resident of Montgomery County or Prince George's County), and Virginia (a resident of the cities of Alexandria, Falls Church or Fairfax or the counties of Arlington, Fairfax or Loudoun), and one at-large member, all to be appointed by the WMATA Board following notice to the public seeking applications for citizen members.

C. Prohibitions on Membership. No member of the Review Panel shall be a current or former member of MTPD or a relative of a member of MTPD, or hold any public office, or be a candidate for any public office.

D. Voluntary and Unpaid. Participation on the Review Panel is voluntary and unpaid. Review Panel members are not WMATA employees and will not receive any salary or benefits. Review Panel members will not be reimbursed for cost and expenses in connection with their participation on the Review Panel, except that Review Panel members will be offered a WMATA-issued SmarTrip® card that is reloaded with \$25/month in funds to be used for travel to/from Review Panel meetings or other duties associated with Review Panel activities. Any unspent SmarTrip® card funds are automatically returned to WMATA at the end of the month and members agree to use the funds only for Review Panel related travel. To the extent a Review Panel member is eligible for and needs to use Metro Access for travel to/from Review Panel meetings or other duties associated with Review Panel activities, WMATA will either provide the Metro Access ride at no cost to the member or will reimburse the member for a qualifying trip.

3. Terms. The police members of the Review Panel shall each serve a term of three years and the citizen members shall serve for a term of two years, to provide for staggered terms. Members of the Review Panel may not serve more than two consecutive terms.

4. Removal and Resignation. A member may be removed from the Review Panel for: (a) misconduct, including without limitation harassing or abusive behavior toward other Review Panel members or WMATA employees; (b) being incompetent or neglectful of his/her duty; (c) being excessively or unjustifiably absent or late for Review Panel meetings; (d) misconduct outside his/her duty as a member of the Review Panel; or (e) releasing unauthorized or law enforcement sensitive information to the public or anyone outside of the Review Panel or violating the NDA, as determined by a majority vote of the other Review Panel members. Any member of the Review Panel may resign from the Review Panel at any time by delivering written notice of the resignation to the MTPD Chief of Police. The MTPD Chief of Police shall promptly provide a copy of the notice of resignation to the WMATA Board. The resignation shall be effective upon receipt, unless an effective date of the resignation is specified in the notice. The WMATA Board may appoint a new citizen member for the remainder of the term vacated by the departing member and such new citizen member shall be from the same jurisdiction as the

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departing member. For police members of the Review Panel, the MTPD Chief of Police shall request that the Chief of Police of the relevant police department appoint another member for the remainder of the term of the departing member.

5. Meetings, Notice, Confidentiality, and Quorum.

A. The Review Panel shall meet once a quarter, in closed session.

B. Because of the confidential, privileged and law enforcement sensitive nature of the investigation files, documents, and information that will be provided for review, members of the Review Panel shall participate in meetings of the Review Panel in-person at a location to be designated by the MTPD Chief of Police.

C. The MTPD Chief of Police shall circulate a Review Panel meeting notice and agenda to the Review Panel at least one week prior the Review Panel meeting date.

D. Any materials provided to the Review Panel members shall be kept

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Adopted by CapMetro Board on October 25, 2021

CAPITAL METRO PUBLIC SAFETY

ADVISORY COMMITTEE

I. PURPOSE and DEFINITIONS

This charter outlines the Public Safety Advisory Committee for Capital Metro (the Agency, CapMetro) and sets forth its purpose, functions, membership, and roles and responsibilities as an advisory body to Cap Metro's Board of Directors (Board). The President & CEO, or designee, shall engage this committee regarding topics defined as duties of the Public Safety Advisory Committee, based on this charter. The committee shall comply with state law related to Capital Metro advisory committees and Capital Metro policy.

A. Duties:

The Public Safety Advisory Committee may provide recommendations to the Agency's Management team and Board regarding the following topics regarding the comprehensive public safety program:

- Input to the Board regarding the creation and review of policies and related procedures and practices.
- Input to staff regarding program creation and review of procedures
- Identifying opportunities for CapMetro to educate and engage the community on public safety topics
- Review and input on quarterly and annual public safety performance goals and metrics
- Input to staff regarding the characteristics that staff shall seek out in Transit Police leadership
- Input to staff on the development of public safety staff training programs
- Input to staff on public safety awareness campaigns and customer information communications
- Other topics relevant to the performance of the comprehensive public safety program and community relations.
- Other public safety issues raised by the community.

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The advisory committee shall provide reports to the Agency's Board regarding their recommendations on the above topics, in accordance with section I.B. below.

B. Integration with Capital Metro Board Meetings:

Committee meeting content will reflect standing quarterly or annual topics such as metric reviews as well as reviews and input on upcoming items at Capital Metro Board meetings. The committee chair or other officer will present the committee report at all Board meetings. If unable to attend, public safety staff will report to the Board on behalf of the Committee.

II. STRUCTURE AND APPOINTEES

A. Membership:

The Public Safety Advisory Committee will have 10 total members. There shall be two (2) standing members appointed by the President & CEO and confirmed by the Board. The standing members shall include:

1. A person to represent the Amalgamated Transit Union (ATU), as recommended by the ATU and affirmed by the President & CEO.
2. A person retired from a law enforcement agency from within the Cap Metro service area. There shall be eight (8) members of the committee appointed by the Capital Metro Board of Directors. Staff shall review applications and generate a list of applicants for Board Member consideration. Each Board Member shall nominate one member from the list to be confirmed by the entire Board.

The Agency's Board shall consider the appointment of committee members based on the potential member's application, experience and expertise related to social and criminal justice reform, public safety, social services, community service, professional experience, and personal experience with or relationship to historically marginalized or underserved communities. The Board shall consider applicant's viewpoints, qualifications/experience and demographics with the objective that the committee membership is diverse. The Agency's Board shall prefer the appointment of CapMetro customers (i.e., people who use transit) who also have relevant experience as defined above. Appointed members shall represent themselves individually and not an organization they are affiliated with.

Appointees must not have a conflict of interest that would impede their ability to serve on the committee.

Members shall be committed to providing constructive advisory service to the staff and Board on how best to develop, engage and improve Cap Metro's comprehensive customer- and frontline-staff-oriented public safety program.

B. Application for Membership:

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Staff shall widely publicize the membership application throughout the CapMetro service area when the advisory committee has a vacancy or vacancies. Recruitment of potential applicants shall occur through the CapMetro website, social media, stakeholder lists, on-board notices, through coordination with community partners and agencies, media notices, etc., as appropriate.

C. Terms of Appointment:

The eight (8) members appointed by the Board shall each serve at the pleasure and concurrently with the nominating Board member.

The standing member who represents the ATU shall serve at the pleasure of the President & CEO and the ATU. If the member is no longer affiliated with the ATU, the organization shall recommend a new person to the President & CEO to represent the ATU on the committee.

The standing member who is a retired law enforcement member shall serve at the pleasure of the President & CEO.

D. Meetings:

- i. Meeting Schedule: The Public Safety Advisory Committee will meet at least quarterly beginning within 60 days after Board appointments are confirmed.
- II. Meetings Open to the Public: Meetings are open to the public. Meeting agendas and materials shall be made public via the CapMetro website, and meetings shall include minutes and recordings, both of which shall be posted on the CapMetro website.
- III. Location: A suitable location will be identified to host Public Safety Advisory Committee meetings that is well-connected to transit, centrally located and comfortable. Virtual meetings will be supported to the extent that they comply with Capital Metro policy and applicable laws.
- IV. Hospitality: Food and beverages will be provided for committee meetings conducted in person.
- V. Participation by Staff: Agency staff shall support each of the committee meetings, including securing and setting up meeting rooms, organizing logistics (i.e., virtual meeting links, ordering food, etc.), providing IT and web support for the meetings, compiling agendas and minutes, etc.

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KING COUNTY PUBLIC SAFETY ADVISORY COMMITTEE

(NO CHARTER, LIMITED TERM COMMITTEE)

More information can be found at

<https://kingcounty.gov/elected/executive/constantine/initiatives/public-safety-advisory-committee.aspx>

On March 9, 2021, the King County Council and King County Executive adopted King County Executive Ordinance 19249, establishing the Public Safety Advisory Committee. The Advisory Committee conducted community stakeholder engagement and produced a report to inform the selection process of an appointed sheriff. Additionally, the committee has been gathered stakeholder input and provided guidance on values that stakeholder communities hold on how law enforcement services should be provided and ways the county could improve the delivery of law enforcement services to preserve and enhance public safety.

Public Safety Advisory Committee completes report

On September 30, 2021, the Public Safety Advisory Committee (PSAC) shared its recommendations and priorities for improving public safety in King County, sending its full report to King County Executive Dow Constantine and the King County Council. Thanking the PSAC members and all those that supported their efforts, the Executive and Councilmembers will now review the recommendations and continue to engage the public. The King County Council will hold a set of briefings on the report, after which the Executive will begin recruitment for the next Sheriff.

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SAN FRANCISCO BAY AREA RAPID TRANSIT AUTHORITY (BART)

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

CITIZEN OVERSIGHT MODEL

Purpose: To provide an effective independent citizen oversight system that promotes integrity and encourages systemic change and improvement in the police services that the San Francisco Bay Area Rapid Transit District (BART) provides to the public by ensuring that internal police accountability system functions properly; that behavioral, procedural, and policy deficiencies are identified and appropriately addressed, including racial profiling and allegations of racially abusive treatment; and, that complaints are investigated through an objective and fair process for all parties involved.

The system will analyze allegations of misconduct; utilize data to identify trends, including disciplinary outcomes and trends; recommend corrective action and or training; maintain confidentiality; make policy recommendations; and report regularly to the BART Board of Directors and the public. The essential community involvement component of the system shall be accomplished through the inclusion of a BART Police Citizen Review Board.

Chapter 1-01 OFFICE OF THE INDEPENDENT POLICE AUDITOR

Pursuant to California Public Utilities Code Section 28767.8, the Office of the Independent Police Auditor (OIPA) shall be established by the Board of Directors (Board) in keeping with the Core

Principles for an Effective Police Auditor's Office.¹

Chapter 1-02 APPOINTMENT OF THE INDEPENDENT POLICE AUDITOR

The Independent Police Auditor (IPA) shall be appointed by and report directly to the Board.

Chapter 1-03 SCOPE

OIPA shall have the authority to exercise its duties and responsibilities as outlined below, regarding any and all law enforcement and police activities or personnel operating under the authority of the BART Police Department (BPD). OIPA shall be authorized to investigate any complaints alleging police officer misconduct that implicate the policies of the BPD. OIPA shall be committed to the prompt, timely, and efficient resolution of all complaints, including, but not limited to, adherence to all applicable statutory requirements. OIPA's scope of authority shall not extend beyond the BPD.

Chapter 1-04 DUTIES AND RESPONSIBILITIES

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A. Complaints Received from Members of the Public

Any person may file a complaint or allegation of wrongdoing with the OIPA against any BPD employee. Upon receipt of a complaint or allegation, OIPA shall:

- i) Ensure that a timely, thorough, complete, objective, and fair investigation into the complaint is conducted by OIPA or BPD.
- ii) Provide the complainant and all other officers who are the subject(s) of the investigation with timely updates on the progress of all investigations conducted by OIPA, unless the specific facts of the investigation would prohibit such notification.
- iii) Reach an independent finding as to the facts of an investigation.
- iv) The OIPA shall assess the conduct of the BPD employee considering the facts discovered through investigation, the law, the policies, and training of the BPD.

B. Recommendations for Corrective Action

- i) Independent investigative findings of “Sustained” made by OIPA shall include recommendations for corrective/punitive action, up to and including termination where warranted, and shall include prior complaints and their disposition. When the evidence does not support the allegations of misconduct, the IPA shall recommend a finding of Unfounded, Exonerated, or Not Sustained.
- ii) In a confidential personnel meeting, the IPA shall submit his/her investigative findings and recommendations to the BART Police Citizen Review Board (BPCRB) for review. Should the BPCRB agree by simple majority with the findings and recommendations, the report will be submitted to the Chief of Police for appropriate action. The Chief of Police shall implement the recommended action, absent appeal.
- iii) The BPCRB shall announce each member’s vote regarding its acceptance of the OIPA findings and recommendations for discipline in open session, and in cases in which a nonunanimous majority agrees with the OIPA findings and recommendations, the dissenting

1 Report of the First National Police Auditors Conference, March 26-27, 2003, Prepared by Samuel Walker members should generate a memorandum including the rationale for diverging from the majority opinion without divulging privileged or confidential information and evidence.
- iv) Should the Chief of Police disagree with the findings and recommendations of OIPA and the BPCRB, the Chief of Police may appeal to the General Manager (GM) within 45 calendar days of the issuance of the findings and recommendations. The Chief of Police will submit his/her

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appeal in a writing setting forth his/her disagreements with the findings and provide recommendations to the IPA, the BPRCB, and the GM. After receipt of the appeal, the GM shall convene a confidential personnel meeting to include the Chief of Police, the IPA, and a representative of the BPCR. After receiving input from the Chief of Police, the IPA, and the BPCR representative, the GM shall rule and submit his/her decision in writing to the Chief of Police, the IPA and the BPCR. The Chief of Police shall implement the GM's decision.

v) Should the BPCR disagree with the OIPA findings by simple majority, in a confidential personnel meeting, the IPA and the BPCR shall attempt to come to a consensus. If the BPCR and the IPA fail to come to a consensus, by simple majority, the BPCR may appeal. The efforts made to achieve consensus shall be documented by the BPCR and shall be forwarded to the GM as a part of the appeal. All appeals regarding findings and recommendations for corrective/punitive action or dismissal, between the BPCR and the IPA will be appealed to the GM, in a confidential personnel meeting to include the Chief of Police. At the confidential personnel meeting, The BPCR Chair and the IPA will submit their disagreements and recommendations to the GM. The GM shall rule on the matter and make his/her decision known to the Chief of Police, the BPCR and the IPA. The Chief of Police shall implement the GM's decision, which will be final.

vi) Discipline recommended pursuant to these processes shall be subject to an administrative hearing prior to implementation in a manner consistent with addressing the due process rights of public employees, when applicable. Any final determinations that modify or rescind initial dispositions and arbitration determinations shall be evaluated by the IPA to identify any systemic issues and/or potential for the serious erosion of accountability related to such modifications, and shall be included in a public IPA report. The IPA shall work with BPD to remedy any such issues identified by the evaluation.

C. Review Legal Claims, Lawsuits, and Settlements

i) OIPA shall be authorized to review any legal claims and/or lawsuits against BART that relate to the conduct of BPD personnel to ensure that all allegations of misconduct are thoroughly investigated by OIPA and/or BPD, and to identify any systemic issues regarding BPD practices and/or policies.

ii) OIPA shall be authorized to review any significant settlements and adverse judgments involving BPD.

iii) OIPA shall work with BPD to develop corrective action intended to remediate any systemic issues identified through review of any significant settlements or adverse judgements involving the BPD.

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iv) OIPA shall publicly report its involvement in the review of legal claims, lawsuits and settlements in a manner consistent with all applicable confidentiality requirements.

D. Review Investigations Conducted by BPD

i) OIPA shall be authorized to review BPD Internal Affairs Bureau (IA) investigations to determine whether the investigations are complete, thorough, objective, and fair.

ii) The IPA shall, subject to his or her discretion, have authority to monitor or require followup investigation into any citizen complaint or allegation that is investigated by BPD.

iii) OIPA should provide recommendations to the BPD regarding investigative quality and/or appropriateness of disciplinary recommendations prior to the finalization of the investigative report and notification of disposition to subject officers and complainants.

iv) OIPA is authorized to publicly report any resistance by the BPD to conduct reasonable additional investigative tasks, including by way of notification to the Board, the BPCRB, and the GM.

E. Review Uses of Force by BPD Officers

i) OIPA shall have the authority and responsibility to review all Use of Force (UOF) incidents by BPD officers to determine whether the UOF should be the subject of an IA investigation and/or whether other issues are implicated for the individual officer or for BPD, including but not limited to training, equipment, supervision, and policy.

ii) OIPA shall be authorized to regularly participate in the BPD UOF Review Board process by attending meetings and/or reviewing determinations made by the BPD UOF Review Board.

iii) OIPA shall report publicly on its involvement in the BPD UOF review process including determinations made by BPD UOF reviewers in a manner consistent with all applicable confidentiality requirements.

F. BPD Early Intervention Systems

i) OIPA shall be involved in the review and evaluation of data, alerts, and reports related to the BPD Early Intervention System (EIS).

ii) The OIPA may use the EIS data to determine whether conduct or disciplinary issues regarding BPD or individual officers exist.

iii) OIPA shall regularly report on the status and effectiveness of the BPD EIS in a manner consistent with all applicable confidentiality requirements.

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G. Auditing

i) OIPA shall have the necessary access and authority to review BPD data, records, and staffing information for the purpose of conducting systemic audits of BPD functions that impact the quality of the Department and the services provided by BPD to the public.

ii) OIPA shall have the necessary access and authority to monitor any audits conducted by the BPD regarding BPD functions that impact the quality of the Department and the services provided by the BPD to the public.

iii) OIPA shall be authorized to publicly report on the results of any audits or monitored audits as described in this section in a manner consistent with all applicable confidentiality requirements.

H. Mediation

OIPA shall develop a voluntary alternative dispute resolution (ADR) process for resolving complaints which involve conduct that may most appropriately be corrected or modified through alternative means. OIPA shall review a draft of the voluntary ADR process with the BPCRB and BART Police Associations and secure their concurrence prior to implementation.

I. Appeal of IA Findings

Any complainant may file an appeal of an internal investigation conducted by BPD with the OIPA. Upon receipt of an appeal, OIPA shall:

i) Review the completed BPD investigation.

ii) Determine whether further investigation is warranted and, if necessary, ensure that a timely, thorough, complete, objective and fair follow-up investigation into the complaint or allegation is conducted. A follow-up investigation may, at the discretion of the IPA, be conducted by the OIPA, the BPD or any other competent investigative agency.

iii) Provide timely updates on the progress of the review and any follow-up investigation to the complainant and the BPD employee who was the subject of the original investigation, to the extent permitted by law unless the specific facts of the investigation would prohibit such notification.

iv) Based on the review of the original investigation and, where appropriate, the results of any follow-up investigation, OIPA shall reach an independent finding as to the facts of the underlying allegation or complaint.

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v) Independent investigative findings of “Sustained” made by OIPA shall include recommendations for corrective/punitive action, up to and including termination where warranted. When the evidence does not support the allegations of misconduct, the IPA shall recommend a finding of Unfounded, Exonerated, or Not Sustained.

vi) All BPD investigative findings that are appealed to OIPA shall be subject to the procedures defined in Chapter 1-04(B).

J. Critical Incidents

i) The IPA shall be notified immediately by BPD personnel to respond to the investigative scene(s) of any BPD officer-involved shooting, use of force resulting in life threatening injury, use of force resulting in bodily injury requiring transportation and admittance to a hospital, , or in-custody death.

ii) The BPD officer in charge at the investigative scene(s) shall provide the IPA and OIPA staff with access to the investigative scene(s) equivalent to BPD Internal Affairs Investigators upon their arrival at the investigative scene.

iii) The OIPA shall have the authority to monitor all aspects of the ensuing investigation that the BPD Internal Affairs investigators have authority to monitor while the investigation is in progress. The BPD will grant the OIPA access equivalent to BPD Internal Affairs investigators to the site(s) of all interviews related to a critical incident involving BPD personnel.

iv) The IPA may observe interviews of employees, public complainants, and witnesses that are conducted by BPD Internal Affairs Investigators and may submit questions to the interviewer to be asked by the interviewer in accordance with state and federal law.

K. Recommendations on Procedures, Practices and Training

i) OIPA shall develop specific recommendations concerning policies, procedures, practices, and training of BPD personnel. The goal of the above OIPA recommendations, shall be improving the professionalism, safety record, effectiveness, and accountability of BPD employees. OIPA shall consult with the Chief of Police and other stakeholders and shall present its recommendations to the BPCRB for review and comment.

ii) Should BPD reject policy recommendations submitted by OIPA, the IPA may forward the recommendations to the GM and/or the Board for further consideration.

iii) OIPA shall have the authority and responsibility to provide input to the BPD during the development of any significant BPD-initiated policy creation or revision.

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iv) OIPA shall publicly report on its involvement in the development and revision of BPD policies and shall report annually regarding any outstanding recommendations and the degree to which they were endorsed by the BPCRB and accepted by BPD.

L. BART Police Associations

i) The IPA shall meet periodically with and seek input from the BART Police Managers Association (BPMA) and the BART Police Officers Association (BPOA) regarding the work of OIPA.

ii) OIPA shall report annually on whether meetings with BPMA and BPOA occurred.

M. Community Outreach

OIPA shall develop and maintain a regular program of community outreach and communication for the purpose of listening to and communicating with members of the public in the BART service area. The OIPA community outreach program shall set out to educate the public regarding the responsibilities and services of OIPA and the functions of the BPCRB.

N. Reporting

The IPA shall prepare annual reports to the Board and the public in a manner consistent with all applicable confidentiality requirements, which prior to being finalized shall be reviewed, in draft form, by the BPCRB. To the extent permitted by law, reports shall include the number and types of cases filed, number of open cases, the disposition of and any action taken on cases including recommendations for corrective/punitive action, and the number of cases being appealed; findings of trends and patterns analyses; and recommendations to change BPD policy and procedures, as appropriate. The reports shall include all complaints regarding police officers received by OIPA, BPD, BART District Secretary (DSO), and other District departments.

O. Public Statements

The IPA shall be authorized to make public statements regarding any aspect of BPD policies and practices, the Citizen Oversight Model, and in conjunction with any public report or findings in a manner consistent with all applicable confidentiality requirements.

Chapter 1-05 RELATIONSHIP BETWEEN OIPA AND THE BPCRB

A. OIPA and the BPCRB shall be established and operated as separate, complementary entities with different roles that are and shall remain independent of one another.

B. On a no less than monthly basis, the BPCRB shall receive reports from OIPA in a manner consistent with all applicable confidentiality requirements, including the number and types of

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cases filed, number of open cases, the disposition of and any action taken on cases, recommendations for corrective/punitive action, including discipline and dismissals, and the number of independent investigations concluded by OIPA. The report shall also include the number and outcome of cases being appealed either to OIPA by members of the public, the BPCRB or the Chief of Police pursuant to the appeals process described in Chapter 1-04(B), above.

i) Reports shall include all complaints received by OIPA, BPD, BPCRB, DSO, and other District departments.

ii) For tracking and timeliness purposes, this report shall include the number of days that have elapsed between the date of the complaint and the date of the written report to the BPCRB.

C. OIPA may present reports related to OIPA-monitored BPD investigations to the BPCRB in closed session for its input and feedback. BPD personnel may be present during the closed session to respond to any BPCRB inquiries regarding the investigation and/or related investigative processes.

D. OIPA shall, for informational purposes, promptly notify the Chair of the BPCRB whenever the IPA is informed of a critical incident as described in Chapter 1-04(J).

E. The BPCRB and OIPA will coordinate community outreach activities and communication with the public.

Chapter 1-06 RELATIONSHIP BETWEEN OIPA, BPD, DSO, AND OTHER DISTRICT DEPARTMENTS

A. The Chief of Police, DSO and other Executive Managers with employees that routinely receive comments/complaints from the public shall each, jointly with the IPA, develop standard operating procedures to govern the relationship and flow of communication regarding complaints involving police officers between OIPA and each of their respective departments.

B. OIPA and the Chief of Police shall provide each other with timely notification of complaints, investigations, appeals and findings and with such information and cooperation as is appropriate and necessary.

Chapter 1-07 COOPERATION WITH OIPA

A. OIPA shall have unfettered access to police reports and police personnel records. All parties who have access to confidential information shall comply with all confidentiality requirements of the BPD, the District, and all state and federal laws.

B. During an investigation, all involved BPD personnel shall be compelled to meet and cooperate with OIPA in accordance with Government Code Section 3300-3313.

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C. No person shall directly or indirectly force, or by any threats to person or property, or in any manner willfully intimidate, influence, impede, deter, threaten, harass, obstruct or prevent, another person, including a child, from freely and truthfully cooperating with OIPA.

Chapter 1-08 INDEPENDENCE OF OIPA

A. The IPA and any employee of the OIPA shall, at all times, be totally independent. All investigations, findings, recommendations, and requests made by OIPA shall reflect the views of OIPA alone.

B. No District employee or Director shall attempt to unduly influence or undermine the independence of the IPA or any employee of the OIPA in the performance of his or her duties and responsibilities set forth herein.

C. DSO staff shall perform administrative and organizational tasks for the BPCRB, which will be intended to clarify, strengthen, and maintain the delineation and separation of the BPCRB and OIPA.

Chapter 1-09 CONFIDENTIALITY OF RECORDS AND INFORMATION

OIPA shall comply with all state and federal laws requiring confidentiality of law enforcement records, information, and confidential personnel records, and respect the privacy of all individuals involved.

Chapter 1-10 CODE OF ETHICS

The employees of OIPA shall adhere to the National Association for Civilian Oversight of Law Enforcement (NACOLE) Code of Ethics.

Chapter 1-11 TIMELINESS

Nothing in this Model is intended to delay or interfere with the timely investigation and disposition of internal affairs investigations of alleged police misconduct. OIPA and the BPCRB shall jointly develop a timeline for completion of the disciplinary process that will be concluded within 365 days from the time of discovery by BPD Internal Affairs, BPD supervisory level personnel, the OIPA, or the BPCRB.

Chapter 2-01 BART POLICE CITIZEN REVIEW BOARD

A BART Police Citizen Review Board shall be established by the Board of Directors to increase visibility for the public into the delivery of BART police services, to provide community participation in the review and establishment of BPD policies, procedures, practices and initiatives, and to receive citizen complaints and allegations of misconduct by BPD employees.

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Results of investigations into allegations of misconduct by BPD employees and recommendations for corrective/punitive action, including discipline, will be reviewed by the BPCRB. The members of the BPCRB shall adhere to the National Association for Civilian Oversight of Law Enforcement (NACOLE)

Code of Ethics and comply with all applicable state and federal laws regarding confidentiality.

Chapter 2-02 APPOINTMENT OF BPCRB MEMBERS

A. The BPCRB shall report directly to the Board.

B. The BPCRB shall consist of eleven (11) members appointed as follows:

i) Each BART Director shall appoint one (1) member.

ii) The BPMA and BPOA shall jointly appoint one (1) member.

iii) There shall be one (1) Public-at-Large member to be appointed by the Board.

iv) All appointments or re-appointments to the BART Police Citizen Review Board shall be for two-year terms. Those members appointed by Directors representing odd numbered Districts, as well as the Public-at-Large member shall have their terms expire on June 30th of the respective even numbered year. Those members appointed by Directors from even numbered Districts, as well as the BART Police Associations' member, shall have their terms expire on June 30th of the respective odd numbered year.

v) Service on the BPCRB shall be voluntary.

vi) A newly-elected Director may replace the seated BPCRB appointee representing their District within ninety 90 calendar days of taking office, otherwise the seated BPCRB member will continue to serve until expiration of the applicable term, unless otherwise disqualified as described herein

Chapter 2-03 BPCRB MEMBER QUALIFICATIONS AND RESTRICTIONS

A. Members of the BART Police Citizen Review Board must reside within Alameda, San Francisco, Contra Costa, or San Mateo County.

B. BPCRB members shall agree to adhere to the Code of Ethics described in Chapter 2-10.

C. BPCRB members must be fair-minded and objective with a demonstrated commitment to community service.

D. No person currently employed in a law enforcement capacity, either sworn or non-sworn,

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shall be eligible for appointment to the BPCRB.

E. No current or former BPD employee shall serve on the BPCRB, and no relative of any current or former BPD employee shall serve on the BPCRB.²

F. All appointees to the BPCRB shall be subject to background checks.

G. No person convicted of a felony shall serve on the BPCRB.

H. Members serving on the BPCRB are not required to be U.S. citizens.

Chapter 2-04 BPCRB MEMBER MEETING ATTENDANCE

A. BPCRB members may not miss three regularly scheduled meetings per year.

i) The appointment of any BPCRB member who has been absent from three (3) regular meetings during the fiscal year, shall automatically expire effective on the date that such absence is reported by the OIPA to the DSO, except in the case of an approved absence or leave of absence as described herein.

ii) The DSO shall notify any BPCRB member whose appointment has automatically terminated, and report to the Board and the BART Police Associations that a vacancy exists on the BPCRB. The vacancy shall then be filled in accordance with Chapter 2-06.

B. Excused Absences from Regularly Scheduled Meetings

i) A BPCRB Member may request an excused absence from their appointing Director, and that excuse shall be transmitted to the DSO. Such excused absences shall be granted by the Board President regarding the Public-at-Large appointee, or from the Police Associations regarding the Police Associations' appointee. Such excused absences will not count against the member's absence limitations.

ii) BPCRB members may be granted a leave of absence by their appointing Director not to exceed three (3) months. When such a leave of absence is granted, the seat may be filled by 2 Relatives include spouse, domestic partner, child, parent, brother, sister, grandparent, step-parent, step-child, legal guardian, father-in-law and mother-in-law filled for the period of such leave and may be filled in accordance with the procedure described herein, subject to ratification by the Board. Such leaves of absence shall be granted by the Board President regarding the Public-at-Large appointee, or from the

Police Associations regarding the Police Associations' appointee.

Chapter 2-05 BPCRB VACANCIES

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A. Vacancies on the BPCRB shall be filled for the unexpired portion of the term, subject to ratification by the Board.

B. A vacancy in a seat representing one of the nine BART Districts shall be filled by the Director whose appointee has ceased to serve.

C. A vacancy in the seat that represents the BART Police Associations shall be filled by the BART Police Associations.

D. A vacancy in the seat representing the Public-at-Large shall be filled by the Board from the pool of qualified applications submitted during the most recent application period for the Public-at-Large seat. If no qualified Public-at-Large applicants are available or willing to serve, the Board shall solicit new applications.

E. The IPA may provide input to the Board regarding the performance of any BPCRB member who seeks reappointment.

F. The Board should consider a BPCRB member's annual outreach activity when deciding whether to reappoint a member to the BPCRB.

Chapter 2-06 SCOPE

The BPCRB shall have the authority to exercise its duties and responsibilities as outlined below, regarding law enforcement and police activities or personnel operating under authority of BART.

Chapter 2-07 DUTIES AND RESPONSIBILITIES

A. Complaints Received from Members of the Public

Any person may file a complaint or allegation of wrongdoing against any BPD employee with the BPCRB. Upon receipt of a complaint or allegation, the BPCRB shall immediately turn the complaint or allegation over to the OIPA, and OIPA shall proceed according to Chapter 1-04 above.

B. Recommendations for Corrective Action

i) The IPA shall submit his/her investigative findings and recommendations to the BPCRB for review in a confidential personnel meeting, where the processes described in Chapter 1-04(B)(ii-vi) including, but not limited to, appeal procedures shall apply.

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ii) The BPCRB shall announce each member's vote regarding its acceptance or rejection of the OIPA findings and recommendations for discipline in open session, and in cases in which a non-unanimous majority agrees with the OIPA findings and recommendations, the dissenting members should generate a memorandum including the rationale for diverging from the majority opinion without divulging privileged, protected, or confidential information and evidence.

C. Recommendations on Policies, Procedures, Practices and Training

i) The BPCRB shall develop and review recommendations as to the policies, procedures, and practices of BPD in consultation with the IPA.

ii) The goal of BPCRB recommendations shall be to improve the professionalism, safety record, effectiveness, and accountability of BPD employees.

iii) The BPCRB may make recommendations to the Chief of Police, GM, and Board, as appropriate.

iv) The BPCRB shall review and comment on all additions and changes to policy, procedures and practices as well as all new initiatives (including training and equipment) proposed by BPD or OIPA and make recommendations to the Board.

D. Disagreements Regarding Proposed Policies, Procedures, Practices, and Training

The Board shall review and resolve all disagreements regarding proposed policies, procedures, practices and training that may arise between the BPCRB and the Chief of Police, IPA, or GM. The Board shall make the final determination in all such instances.

E. BART Police Associations

The BPCRB shall meet periodically with and seek input from the BPMA and BPOA on issues of interest to the parties. The BPCRB shall report annually on whether meetings with the BPMA and the BPOA occurred.

F. Community Outreach

The BPCRB shall develop and maintain a regular program of community outreach and communication for the purpose of listening to and communicating with members of the public in the BART service area. The BPCRB community outreach program shall seek to educate the public about the responsibilities and services of OIPA and functions of the BPCRB.

i) The DSO will provide staff support to and facilitate training for the BPCRB.

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ii) The BPCRB should endeavor to conduct meetings in varying locales, where feasible to increase exposure of its work to a wider array of community members.

G. Reporting

The BPCRB shall file quarterly reports of its activities with the DSO for distribution to the Board and shall prepare an annual report on its accomplishments and activities (including recommendations to improve BPD services) for presentation to the Board and the public.

H. Monitor Study Recommendations

The BPCRB shall report on the accomplishments and progress made by BPD in implementing recommendations resulting from periodic studies that may be conducted to look at departmental policies, procedures, practices, and training.

I. Public Statements

The Chair of the BPCRB shall be authorized to make public statements on behalf of the BPCRB regarding the role and processes of the BPCRB when an exigency to respond to an inquiry is presented.

J. Selection of the Chief of Police

The BPCRB (as well as the BART Police Associations) shall participate in an advisory role in the selection of the Chief of Police by interviewing finalist candidates.

K. Staff Support for the BPCRB

The DSO will provide staff support to the BPCRB including but not limited to the following:

- i) Facilitation of training for the BPCRB.
- ii) Preparation and maintenance of records of meetings of the BPCRB.
- iii) Distribution of reports by the BPCRB to the Board and the public.
- iv) Facilitation of the application process for appointment to the BPCRB and coordination of the selection and ratification processes with the Board.
- v) Provision of training including a curriculum designed for newly-appointed BPCRB members.
- vi) Provision and maintenance of an ongoing in-service training program.

Chapter 2-08 RELATIONSHIP BETWEEN THE BPCRB AND OIPA

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A. No less than monthly, the BPCRB shall receive reports from the IPA including the number and types of cases filed, number of open cases, the disposition of and any action taken on cases, recommendations for corrective/punitive action, including discipline and dismissals, and the number of independent investigations concluded by OIPA.

i) The report shall also include the number of cases being appealed either to OIPA by members of the public or by the BPCRB pursuant to the appeals process described in Chapter 1-04(B), above.

ii) OIPA reports to the BPCRB shall include all complaints received by OIPA, BPD, the BPCRB, DSO, and other District departments.

iii) This report shall also include the number of days that have elapsed between the date of the complaint and the report to the BPCRB.

iv) OIPA reports shall include the degree to which OIPA and BPCRB disciplinary recommendations were implemented by BPD.

B. The Chair of the BPCRB shall, for informational purposes, be promptly informed by the OIPA of all critical incidents involving BPD.

C. The BPCRB may report to the Board of Directors' Personnel Committee on the performance and effectiveness of OIPA.

D. The BPCRB (as well as the BART Police Associations) shall participate in an advisory role in the process of selecting all successors to the first IPA.

E. The BPCRB will participate in a regular program of community outreach and communication with the public, in conjunction with OIPA.

F. The BPCRB shall make forms available at BPCRB meetings to accept complaints and allegations of police misconduct from the public and shall forward any received complaints to OIPA for appropriate action.

Chapter 2-09 CONFIDENTIALITY OF RECORDS AND INFORMATION

Members of the BPCRB shall comply with all state and federal laws requiring confidentiality of law enforcement records, information, and confidential personnel records, and shall respect the privacy of all individuals involved.

Chapter 2-10 CODE OF ETHICS

The members of the BPCRB shall adhere to the National Association for Civilian Oversight of Law Enforcement (NACOLE) Code of Ethics.

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Chapter 3-01 OVERSIGHT SYSTEM EVALUATION

The Board, with input from the BPCRB, IPA, BART Police Associations, GM, DSO, complainants and the public will evaluate the BART Police citizen oversight structure every 3 years to determine whether the need exists to make changes and/or otherwise make adjustments to the system to improve its continued performance. These evaluations shall in no way be intended to eliminate the BART Police citizen oversight structure.

ADDENDA E

PSAC Public Comments Summary

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ADDENDA E

Excerpts from PSAC Public Comments April 2021-January 2022

4/5/21

My public comment for the April 7, 2021, meeting of the public safety advisory committee, is that a more visible, if cheaper, security presence is needed on light rail trains and at their stations. I regularly ride these trains and have seen far too many instances of intimidating, threatening, destructive and otherwise improper behavior on these trains because no one was there to stop or deter it. While it might be cost prohibitive to hire more LA County Sheriff deputies to ride the trains or be present at the stations to prevent or discourage this misconduct, the committee should explore lower cost options to meet this need like hiring security officers. As much of the specified misconduct could be deterred by the simple presence of a cheaper but more prevalent security force, the option of creating and maintaining such a force should be seriously explored. – R.K.

4/5/21

I am a 75-year-old woman...My request is that the officers be on duty in the garage and walk from the platform into the garage when passengers disembark at night. -M.P.H.

4/6/21

It is time the end the partnership approach after 20+ years as fatally flawed...while not easy I believe bringing back the Metro Police is the best course....I wholeheartedly support the approach of having unarmed ambassadors and trained social workers handle safety, provide felt presence and meet the challenges of the unhoused not uniformed police. -D.G.

4/6/21

Sadly, I have grown more and more concerned about the state of security on both the Metro rail and bus systems. I used to tell all my friends that they should ride the Metro more. Then I stopped recommending the Metro to my female friends. And over the past few years, I stopped recommending it to anyone. I am a 6'3' 200lb male military veteran-and still 85% of the times that I board a bus or train, my self-defense radar is turned on for one reason or another. -A.B.

4/7/21

Hello PSAC, I want to take a moment to congratulate you on being chosen for the Public Safety Advisory Committee (PSAC). I have attached a video of a disturbing trend that has been reoccurring in our public transportation. On March 18, 2021, I was riding on the Metro redline subway to downtown Los Angeles. I noticed a male passenger who was yelling at other transit riders. I recorded the incident via smartphone. I attached the video for your viewing. As a transit rider, I am fearful for my safety and security while riding the Metro bus and subway. As you are all aware about the homelessness and mental-illness crisis we're facing in our city, this video shows the urgency of our social problems...We

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must find solutions to the homelessness and crime in public transportation. What can we do? Do we increase more police officers? Do we increase more Therapists and Crisis personnel? Do we do both?! What is the viable solution? Regards, -L.M.

4/21/21

I wish to comment on the safety of the MTA trains and buses I have ridden in the last 20 years....The last few years, I noticed the increased presence of the of the homeless at stations and the trains...I believe the MTA need to take action to eliminate the constant presence of the homeless...they just don't belong on the trains or stations if they are not paying. -D.R.

4/23/21

All elevators must be scrubbed down everyday and throughout the day as they stink from the urine and God knows what else and are a very serious health risk. -R.W.

4/30/21

I'm a little concerned. This is supposed to be Public Safety Advisory Committee, and this will be the third meeting, and there has been no actual talks of steps taken to increase public safety...If Metro is ever going to recover and offer a public transit system worthy of the second largest city in the country, and the largest county, it needs to stop being a rolling homeless encampment and sexual harassment zone that everyone with choices takes steps to avoid if at all possible. It needs to be a clean, safe, and enjoyable means of getting around the greater metro area for people of every age, race, color, creed and disability level, not just the transit of last resort for those who have no other choice and feel they must take the risk of being victimized to get where they need to be. – J.B.

4/30/21

Instead of enforcement officers on the platforms they need to be on the train. Passengers should not need to police behavior. There are passengers who defy any rule an perhaps cameras could do the job.

-M.M.

5/4/21

As I write this someone was just assaulted at Wilshire/Vermont metro station...I take this train everyday. The ride from Union Station through downtown Los Angeles is extremely dangerous. In the past week I have noticed that Union Station has begun to remove transients (after a year of NOT doing so) and has someone in a Yellow Vest standing at the turn stiles where you pay. Just this simple act keeps people who do not pay and are more likely to assault riders from boarding the trains...Public Safety should mean PHYSICAL SAFETY when riding the trains. PLEASE ADDRESS OUR PHYSICAL SAFETY... Please do something to protect people from PHYSICAL violence on the metro.- H. W.

5/18/21

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I worry that the good intentions of many of the members of this committee are influenced by the privilege of never having been assaulted while riding Metro. I urge the members of this committee to please LISTEN and ELEVATE the voices of those members who HAVE witnessed and personally experienced physical and sexual violence while riding Metro...There are too many idealistic, albeit well-meaning, views expressed during those meetings in regard to policing and homelessness that prioritize the rights of the unhoused over the rights over the physical safety of riders and this is worrisome to those of us who have to ride Metro everyday for work, particularly women. – F.S.P.M.

5/18/21

Simply requiring that riders show proof of fare would immediately lower the percentage of physical and sexual assaults that happen weekly, maybe even daily on the metro. Contrary to what one of your members stated, METRO is NOT a public space like a sidewalk or a park or a library. The public has to PAY to ride. Those of us who budget to pay for our monthly passes cannot understand why people who pose a physical threat to metro customers are allowed to ride for free. – H.W.

5/20/21

The homeless are riding the subway back and forth as a place to stay. Subway is definitely not clean. Please allow the authorities to do their jobs and keep the paying commuters safe. Why am I paying when there are no repercussions for not having a ticket? -J.K.

5/25/21

If people don't feel safe, they won't ride. A system that feels safe and clean is the best way to retain and expand ridership. The solutions to this are relatively straightforward: Enforce fares, remove dangerous, unsanitary and blatantly intoxicated people from the trains, put officers on every platform and every train, they should switch cars on every stop. Create a visible security presence, install cameras and prosecute criminals. I know many (women in particular) who used to ride metro who have gone back to driving because of the harrowing experiences they've had. It's shameful. Have the guts to fix it despite the predictable outcry from activists who probably don't ride the trains.

5/31/21

I would urge the Public Safety Advisory Committee to work with the new LA Metro CEO to increase efforts at providing a positive experience and safe environment while riding Metro. On May 30, there was another incident where a man, possibly unhoused, lit a marijuana joint while riding maskless on Metro Rail. – M.W.

6/14/21

Metro must prevent violent people and drug use and there is police response and actions. Prevention matters. We see less police on trains and at stations. It is concerning and scary to see more crime. People skip paying fare and no one stops them. Some of my coworkers stopped riding because they

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felt unsafe and tired of being harassed by other riders...what is Metro and PSAC doing about this?
When we saw more police, we felt safer. Now we feel like we are on our own. – V.S.

6/14/21

I recently learned that this group will be reviewing police o the Metro. Over the last few years I see less and less law enforcement on the metro. But I see plenty of crime. -T.K

6/15/21

I can't believe how much worse it got in the past few years. Does anyone from Metro actually ride the trains?...I will not come back until you take my safety seriously! We need more cameras, more emergency call boxes, more security, more cops! - T. J.

6/15/21

I am against the idea of “defunding” public safety. I am against the notion of “defunding” for Metro and my own community policing programs...While many of the programs promoted by organizations seeking to defund police are worthy efforts, none of them should come at the expense of adequate, professional policing services chosen by our community. - Duarte City Council Member

6/15/21

I am against the idea of “defunding” public safety and specifically against any concept of “defunding” for Metro and my own community policing programs...While many of the programs promoted by organizations seeking to reallocate resources away from policing are worthy efforts, none of them should come at the expense of adequate, professional policing services for residents. - Hawthorne City Council Member

6/16/21

I am against the idea of “defunding” public safety. I am against the notion of “defunding” for Metro and my own community policing programs...While many of the programs promoted by organizations seeking to defund police are worthy efforts, none of them should come at the expense of adequate, professional policing services chosen by our community. – Norwalk City Council Member

6/16/21

I am totally against defunding public safety on our transit lines. If people do not feel safe they will not ride the Metro and this idea will totally backfire. Please do not adopt that platform.
- Rosemead City Council Member

6/16/21

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I would respectfully request that the Metro Board of Directors carefully consider the recommendations that will be forthcoming from the PSAC...Defunding the brave men and women who are sworn to protect riders...is a recipe for disaster. -T.Q.

7/6/21

It does not appear that there is a single police officer or prosecutor on the public safety advisory committee? Has an attempt been made to include their views? -K.G.

7/6/21

Please do something about crime on the blue line. The people that go to work need protection from criminal and homeless people....if you work late you take your life in your hands at night on the blue line....THE TRAIN IS MEANT for legit purposes...not to drink, do drugs, sex, physical beatings, etc. Someone with authority at Metro must care about people that JUST WANT TO WORK without being hurt. -S.S.

7/6/21

Consider PC832 (POST Certified) inspectors with extensive training on mental/emotional disorders instead of law enforcement...Law enforcement is too intimidating and inspectors without firearms will provide the necessary authority for 99% of the issues. -A.A.

7/7/21

I believe that we need a combination of Law Enforcement and Mental Health personnel to address problems while using the Metro subway system. There has been a lot of instances in which some individuals will behave criminally, and others may need mental health intervention. This is why people are reluctant to take the Metro system because of a lack of Security and Public Safety. We need to address both, crimes and mental health issues at Metro. -L.M.

7/19/21

The "homeless" drug users are becoming a threat to civilians using the Metro for transit purposes, as their highly volatile and dangerous behavior on the buses and trains are of concern for public safety. My children travel with me on Metro, as it is our only source of transportation, and we have witnessed attacks on other riders, as well as open drug use (passing of crack pipes, in trains mostly). Homeless sex offenders also use the bus...This is causing many people to no longer use Metro as a form of transit and those of us who have no other alternative but to use Metro, are constantly anxious and rather fearful to do so. Something needs to be done to support the riders (including children) to ensure they have access to safe public transit. -S.P.

7/21/21

I came to the U.S. to have a better life 20 years ago because my country was no longer safe...Metro changes (have) made it scary to be on the train by myself. Before having a police officer around made

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me feel safe and taken care of. I feel betrayed that the government that is supposed to protect honest people like me now seem to care more about criminals and their rights. What about my rights and the rights of women like me who don't want to be harassed, haggled, groped, or raped? Please start thinking about people like me, your daughters, your sisters, wives, mothers, and other women that you care about. – A.S.

8/18/21

You claim to be a committee made up of riders that represent the community. You set up a number of ad hoc committees that meet behind closed doors with no public oversight...plus when your report outs do happen they are watered down...you are hiding real discussions and debate from the public so you can push your agenda. – J.M.

9/15/21

I've been a downtown urban planner for the past 10+ years and I've been a bike commuter, transit rider and walker in cities such as DC, NY, and Denver. I moved to LA in early 2020 and chose my apartment because it was located near the metro expo line to easily get to DTLA and Santa Monica...However, right now I no longer feel safe or comfortable taking the metro trains....so fewer eyes on the train so to speak, no security officers on board, the feeling of lawlessness/anything goes, etc. It is so disappointing. I do want to start going to DTLA to work at the office, but I'm not going to take metro anymore. Last week, I bought a car (the first time in years that I've owned a car). And now, I'm another driver on LA's freeways. -C.J.

9/15/21

On all the subway rides someone was smoking-vaping, smoking pot, or smoking glass bowls of some controlled substance...on several trips there were out of controls homeless people having psychological meltdowns...I am not sure I will ride the Red Line again given the lack of safety. In the past I rode this line with little or no problems...what is going on? Does LAPD patrol the metro lines as they did in the past? -S.D.

10/12/21

I am a metro rider. I was attending safety committee meeting open to the public earlier in the year but became demoralized after realizing that half the committee were...more concerned with the rights of the "unhoused" than the safety of metro customers. – H.C.

10/18/21

My 17-year-old takes the Metro Gold Line from Memorial Park to City of Hope stop to attend CS Arts in Duarte. She's had several incidents in which she was approached or subjected to lewd behavior...it would be helpful if there was a visible officer on...to mitigate these uncomfortable and possibly dangerous encounters. -C.M.

11/9/21

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I would like to share with you feedback about the complete lack of metro personnel patrolling inside the metro cars...My partner takes the metro every single day to commute from Union Station to Pasadena...the metro is filled with people openly using drugs, homelessness, and excessive dirtiness. She has also witnessed violent fights and harassment of innocent riders. This is absolutely unacceptable. How does the Metro expect the community to adopt this form of transportation when such a horrific environment exists? We use the Metro because we try to be the change we want to see in our city, but it is becoming more and more difficult to justify this mode of transportation. We also pay to use the metro and are entitled to a clean and safe metro environment. It is the obligation of Metro to enforce the rules and safety promises made to the community. -A.N.

12/6/21

I take the EXPO line to work and every time I take it, it is filled with homeless people and people with mental illness. Some of them lash out and I have to stand there and hope I don't get injured. I don't feel safe at all. The train smells like feces and urine, with people smoking cigarettes, meth, shooting up heroin, masturbating under blankets, etc....what is being done about this? I don't even see professionals on the train anymore, it's all homeless! Have you seen the train stops? Has anyone? - M.M.

ADDENDA F

PSAC Mission Statement

ADDENDA F

PUBLIC SAFETY ADVISORY COMMITTEE

Metro Public Safety Mission And Values Statements

Mission Statement:

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.

Value Statements:

Implementing a Human-Centered Approach

Metro commits to pursuing a human-centered approach to public safety. This means working in partnership with historically neglected communities to build trust, identify needs, and create alternatives to traditional law enforcement models.

Emphasizing Compassion and a Culture of Care

Metro commits to treating all transit riders, employees, and community members with dignity and respect. The key pillars of our approach to public safety are compassion, kindness, dependability, and fair treatment for all.

Recognizing Diversity

Metro commits to recognizing and respecting the wide range of people and communities we serve. Metro will work with transit riders, community members, families, neighborhoods, and historically underserved groups to identify needs and tailor public safety approaches.

Acknowledging Context

Metro understands that neglected communities have disproportionately endured the negative effects of systemic inequalities. Historically, institutions have excluded these same groups from decision-making. Metro's approach to public safety recognizes this context and seeks reparative models to minimize harm and promote inclusion.

Committing to Openness and Accountability

Metro's commitment to public safety recognizes that the agency must operate with the highest ethical standards, prioritize transparency, and rely on community-defined accountability measures.

ADDENDA G

PSAC Consultants and Panel Bios

Public Safety Advisory Committee

Impact Evaluation Report

ADDENDA G

The Evaluation team assembled an external panel of subject-matter experts and community members to participate in the focus groups, share their key observations and provide input into the final report.

Wanda Dunham- An accomplished, celebrated, and effective 21st-century leader who is widely recognized for developing effective community public safety models. With over 30 years of distinguished law enforcement experience, Wanda is a proven subject matter expert in the field of transportation security who skillfully and collaboratively drives initiatives within high-risk, high demand, large city, and multi-county environments.

Sandra Bethea- A Los Angeles native, Sandra is results-driven and community focused when it comes to project management, strategic planning, evaluation, and community development planning. She has over 20 years of multifaceted social service and leadership experience in developing community-based programs, strategic planning, program evaluation and fiscal management in the areas of transit operations, safety and security, education, and health equity.

Edna Parra- As program manager, communications and community engagement expert, Edna has led community committees and a coalition throughout her career - from education to health care and now for public safety - her strong relationship-building and communication skills have led her to build strong committees that drive change. Edna currently serves as the PSAC Coordinator for Capital Metro in Austin, Texas.

Bill Greene- Bill has over 31 years' experience in local government auditing. He is currently the City Auditor for the City of Tempe, AZ where he manages an office that conducts audits, consulting engagements and investigations for city policy makers and stakeholders. Prior to his appointment in Tempe, he was the City Auditor for the City of Phoenix where he had a 28-year career managing and conducting audits of all City operations, including public safety.

Herbert W. Franklin- Lieutenant Colonel Franklin is a LAMETRO transit commuter who resides in Long Beach, California. He brings technical, community, and leadership insights to the panel as a Acquisition Program Strategist for Air Force Launch Enterprise Directorate for Mantech International and over thirty years of leadership and service as the Sr. Contracting Management Officer for the Pacific Command.

Alfred Rodas (Technical Advisor)- Alfred Rodas is a Senior Director with Metro's Management Audit Services Division. Mr. Rodas is a Certified Public Accountant, a Certified Internal Auditor, and has worked in local government in Los Angeles for over 20 years.

ADDENDA H

Summary of Metro Costs

Public Safety Advisory Committee

Impact Evaluation Report

ADDENDA H

Summary of Metro Costs Associated with Supporting the PSAC

Metro Staff Costs (April 21 - April 22)	
PSAC General Committee Meetings: 25 meetings	\$28,442.50
PSAC Ad-Hoc Subcommittee Meetings: 64 meetings	\$45,437.76
PSAC OCEO Weekly Check-In: 36 meetings	\$7,561.98
Metro + PSAC Facilitator Weekly Check-In: 56 meetings	\$26,505.36
PSAC Project Team: 56 weeks	\$157,458.56
Subtotal: Metro Staff Costs	\$265,406.16
Other Costs:	
Facilitator Contract Value	\$371,020.60
Translation Services	\$23,156.25
PSAC Member Compensation – Regular Rate	\$89,370.00
PSAC Member Compensation – Alternate Rate	\$15,924.00
Subtotal: Other Costs	\$499,470.85
Projected Total (see note 1 below)	\$764,877.01

Public Safety Advisory Committee

Impact Evaluation Report

PSAC Staff Labor Costs				Summary					
PSAC General Committee Meetings				Staff Hours	Staff Cost	# of Meetings/Weeks	Staff Hours Total	Staff Cost Total	
Personnel	Hourly Salary (Mid-Point)	Hours	Total						
Manager of Transportation Planning	\$56.78	2	\$113.56	PSAC General Committee Meetings: 25 meetings (April 21 - April 22)	12	\$ 1,137.70	25	300	\$ 28,442.50
Chief Safety Officer	\$134.06	2	\$268.12	PSAC Ad Hoc Subcommittee Meetings: 64 meetings (April 21 - April 22)	7.5	\$ 709.97	64	480	\$ 45,437.76
Executive Officer, SSLE	\$55.54	2	\$191.08	PSAC CEO Weekly Check-In: 36 meetings (Aug 21 - April 22)	2	\$ 210.06	36	72	\$ 7,561.98
Chief of Staff	\$110.05	2	\$220.10	Metro + PSAC Facilitator Weekly Check-In: 56 meetings (April 21 - April 22)	5	\$ 473.31	56	280	\$ 26,505.36
Sr Dir Special Projects	\$76.88	2	\$153.76	PSAC Project Team: 56 weeks (April 21 - April 22)	68	\$ 2,811.76	56	3,808	\$ 157,458.56
Deputy Chief of Staff	\$55.54	2	\$191.08					4,940	\$ 285,406.16
	Labor per meeting:	12	\$1,137.70						
PSAC Ad Hoc Subcommittee Meetings									
Personnel	Hourly Salary (Mid-Point)	Hours	Total						
Manager of Transportation Planning	\$56.78	1.5	\$85.17						
Chief Safety Officer	\$134.06	1.5	\$201.09						
Chief of Staff	\$110.05	1.5	\$165.08						
Sr Dir Special Projects	\$76.88	1.5	\$115.32						
Deputy Chief of Staff	\$55.54	1.5	\$143.31						
	Labor per meeting:	7.5	\$709.97						
PSAC CEO Weekly Check In									
Personnel	Hourly Salary (Mid-Point)	Hours	Total						
Manager of Transportation Planning	\$56.78	0.5	\$28.39						
Chief Safety Officer	\$134.06	0.5	\$67.03						
Chief of Staff	\$119.22	0.5	\$59.61						
Sr Dir Special Projects	\$110.05	0.5	\$55.03						
	Labor per meeting:	2	\$210.06						
Metro + PSAC Facilitator Weekly Check In									
Personnel	Hourly Salary (Mid-Point)	Hours	Total						
Manager of Transportation Planning	\$56.78	1	\$56.78						
Chief Safety Officer	\$134.06	1	\$134.06						
Chief of Staff	\$110.05	1	\$110.05						
Sr Dir Special Projects	\$76.88	1	\$76.88						
Deputy Chief of Staff	\$55.54	1	\$55.54						
	Labor per meeting:	5	\$473.31						
PSAC Project Team									
Required Personnel	Hourly Salary (Mid-Point)	Hours/Wk	Total						
Manager of Transportation Planning	\$56.78	20	\$1,135.60						
Admin Analyst	\$34.92	40	\$1,396.80						
Admin Analyst	\$34.92	8	\$279.36						
	Labor per week:	68	\$2,811.76						

ADDENDA I

PSAC Charter



**LOS ANGELES COUNTY
METROPOLITAN TRANSPORTATION
AUTHORITY**

**PUBLIC SAFETY ADVISORY
COMMITTEE**

(PSAC)

CHARTER & BY-LAWS

Los Angeles County
Metropolitan Transportation Authority

**PUBLIC SAFETY ADVISORY COMMITTEE
(PSAC)**



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Section 1 Revision Record

Revision date	Draft #	Pages/sections affected	Comments
5/12/2021	1.1	Pg. 16, Sec. VI.C "Voting"	Updated section to reflect the process agreed to by committee members during Meeting #3.
5/27/2021	1.2	Pg. 7, Sec. 4 – "Policy Statement and Executive Approval," Paragraph 4.	Suggestions were incorporated in part. The final policy Statement will be reviewed by the incoming Metro CEO and represents Metro's executive vision of the role, function and purpose of the PSAC as Metro's executive leadership is tasked with implementing Metro Board Policy.
6/3/2021	1.3	Pg. 17, Article X, "Amendments to Charter & Bylaws."	Updated section to reflect the process agreed to by committee members during Meeting #5.

Section 2 Handling Instructions

1. The title of this document is the Los Angeles County Metropolitan Transportation Authority (LACMTA) Public Safety Advisory Committee '(PSAC) Charter & By-laws.'
2. This promulgation of this PSAC Charter & By-laws will occur subsequent to the review approval of the PSAC membership by a majority vote.
3. External requests for information related to this Charter & By-laws will be managed by Metro Records Management.
4. LACMTA is the Authority for this document, which will conform to Metro values, policies, and procedures. Any changes to this document will require the approval and sign-off by Metro's designated authorities described herein.
5. All recipients of this document should safeguard, handle, transmit, and store it in a manner that provides assurance that unauthorized persons do not gain access.
6. Requests for interpretation of this document, additional copies, and suggestions for changes should be addressed to the Metro System Security and Law Enforcement Department (SSLE):

2.1.1.1 *Executive Officer/Deputy Chief A. T. Greene*
System Security and Law Enforcement
213.922.2599
E-mail: GreeneA@metro.net

2.1.1.2 *Imelda Hernandez, Manager, Transportation Planning*
System Security and Law Enforcement
213.922.4848
E-mail: HernandezIm@metro.net

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Section 4 Policy Statement and Executive Approval

Metro's mission is to provide a world-class transportation system that enhances the quality of life for all who live, work, and play within LA County. Professional and effective safety, security and law enforcement practices are essential considerations to this mission as it markedly impacts the customer experience. As security is a priority, reimagining public safety to ensure community engagement is also part of Metro's responsibility to ensure the highest practical level of safety for both passengers and employees.

On this matter, Metro fully embraces the creation of a Public Safety Advisory Committee (PSAC) recommended by the Metro Board of Directors in June 2020 and now effectuated by the promulgation of this PSAC Charter & By-laws. PSAC will support the creation of new ideas about how to provide effective security in transit and to reimagine approaches to public safety for maximum effectiveness. To promote an atmosphere of universal safety for all, the PSAC will provide a valuable community perspective, leading to direct recommendations to Metro.

Building on principles emanating from 21st Century policing pillars and focusing on community-oriented policing and a problem-solving approach, Metro will work with the PSAC to foster more opportunities to build trust with its ridership toward developing a community-based approach to public safety. By influencing programs, resource allocations, policies, training, education, and recruitment, the PSAC's contributions will support the enduring mission of instituting a security and law enforcement culture that denotes safety, respect, transparency, stark professionalism, and direct accountability in alignment with Metro's values.

As Metro continues to provide leadership in innovative and creative ways to meet the needs of its ridership community, the PSAC introduces an exemplary model for shaping transit security and represents a significant leap forward toward an improved customer experience.

[This executive approval will be subsequent to the ratification of this Charter and Bylaws by a majority vote of the PSAC.]

**APPROVALS:
SUBMITTED BY:**

Aston T. Greene Digitally signed by Aston T. Greene
Date: 2021.06.08 13:34:42 -07'00'
Aston T. Greene
Executive Officer/Deputy Chief
System Security and Law Enforcement

6/8/21

Date

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REVIEWED BY:

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Date

Judy Gerhardt
Chief, System Security and Law Enforcement Officer
System Security & Law Enforcement

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Jonaura Wisdom
Chief Civil Rights Officer
Office of Civil Rights & Inclusion

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Rapose
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Yvette ZR Rapose
Chief Communications Officer
Communications

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Date

Elba Higueros
Chief of Staff (Interim)
Board Relations, Policy & Research

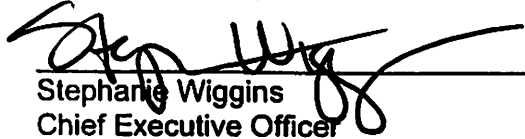
**KeAndra Cylear
Dodds** Digitally signed by KeAndra Cylear
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KeAndra D. Cylear Dodds
Executive Officer, Equity and Race
Chief Executive Office

Aaron Weinstein Digitally signed by Aaron Weinstein
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Date

Aaron Weinstein
Executive Officer, Customer Experience
Chief Executive Office

APPROVED BY:


6/30/21
Date

Stephanie Wiggins
Chief Executive Officer
LACMTA

Section 5 Charter & By-laws of the LACMTA

Article I: Purpose

The primary purpose of the PSAC is to conduct an independent and impartial review of the 2020 Metro Board's Motions number 35, 37, & 37.1 (*Exhibits 1.1, 1.2, & 1.3*) and the subsequent 2021 Board Motions 26.1 and 26.2. (*Exhibits 1.4 & 1.5*) The PSAC will then provide recommendations related to the motions, which will advise the agency's response and progress toward meeting those delineated objectives.

Article II: Mission & Objectives

The mission of the PSAC, in accordance with its purpose, is to provide valuable and thoughtful community perspectives to Metro staff concerning safety, security, and law enforcement and its role in the public transit environment. The PSAC will address the Board's objectives, identified below, and work in collaboration with the Facilitator & Metro staff to provide recommendations to Metro staff to improve Metro's future safety, security and law enforcement program designs.

Objective 1

In partnership with the Office of Civil Rights & Inclusion, Executive Officer for Equity & Race, Communications, and the Executive Officer of Customer Experience, the PSAC will develop recommendations in support of 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
5. Education about and expansion of fare discount programs and fareless system initiative
6. Outreach and services for unhoused individuals
7. A shift of resources from armed law enforcement to the above strategies

Objective 2

Provide input when developing the new scope of services, budget, and other provisions of the multiagency police contract renewal

Objective 3

Review the Customer Code of Conduct and provide feedback

Objective 4

Develop a new mission and values statement for transit policing

Objective 5

Respond to customer service surveys relating to safety and security

Objective 6

Board Motion 26.1 File #: 2021-0187:

Related to discussions on whether to amend Metro's existing Transit Law Enforcement Services contract, the Chief Executive Officer has recommended that even greater expectation be placed on PSAC members to meet over the next six months [April – October 2021] and present a set of recommendations on Transit Law Enforcement Services. *Due by October 31, 2021.*

Objective 7

Board Motion 26.2 File #: 2021-0190:

In relation to Metro's law enforcement contract and alternative investments in public safety strategies, develop and finalize PSAC recommendations for those alternatives, due by the end of the year in order to begin implementation by January 2022.

Objective 8

Board Motion 26.2 File #: 2021-0190 (Section A:1: f):

Recommendation for \$3 million for pilot safety strategies on board buses.

Objective 9

Board Motion 26.2 File #: 2021-0190 (Section A:2:3):

Recommendation for \$3 million for pilot homelessness strategies on board buses.

Objective 10

Board Motion 26.2 File #: 2021-0190 (Section C):

Provide program design and implementation feedback on all of the following initiatives:

1. \$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 San Francisco Bay Area Rapid Transit (BART) program
2. \$1 million for elevator attendants at stations
3. \$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
4. \$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
5. 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
6. \$2 million for short term shelter for homeless riders

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7. \$5 million for enhanced homeless outreach teams and related mental health, addiction, nursing, and shelter services
8. \$250,000 for regular counts to monitor trends and gauge the success of Metro efforts to address homelessness

In support of achieving these objectives, the Facilitator will provide a 'master workplan' to aid the PSAC in meeting these expectations and providing the deliverables in the form of recommendations.

Article III: Membership & Structure

- A. **Community Members:** The PSAC will consist of fifteen community members with three ex officio (non-voting) Metro employees who regularly ride Metro's system and/or possess a demonstrative affiliation with the Metro system and can provide substantive input to the PSAC deliberations. Metro Administrative Staff (MAS) has facilitated and will continue to facilitate the membership process. The MAS will ensure that it is consistent with the Board's guidance that it is representative of advocates for racial justice, equitable transportation, and/or public safety reform, law enforcement experts, mental health providers, or experts, and/or social service providers or experts. Incorporating the existing Community Safety & Security Working Group, the selection of the PSAC membership will underscore diversity and inclusion of both observable and non-observable characteristics of ridership demographics to maximize ridership representation. MAS will complete the initial application and selection process with these intentions, and the PSAC membership will be actively in place by April 30, 2021.
 - a. **Alternate members:** MAS will select a group of non-voting 'alternate members' consisting of three community members and two Metro employee members who will support the PSAC membership in the event of vacancies due to resignation or removal from the PSAC.
- B. **Prohibitions on Membership:** No member of the PSAC can hold any public office or be a candidate for any public office. No member of the PSAC shall be a relative of Metro from the departments represented by the Metro Administrative Staff.
- C. **Voluntary:** Participation on the PSAC is voluntary. *PSAC Membership will be eligible for stipends, consistent with Metro's policies for financial support for external committee involvement. (Metro employees serving ex officio are required to arrange for participation logistics [i.e., compensation, schedules, etc.] through their management.)* PSAC members will not be reimbursed for costs and expenses connected with their participation on the PSAC, except that PSAC members will be offered a Metro TAP card that is reloaded monthly with funds to be used for travel to/from PSAC meetings or other duties associated with PSAC activities.
- D. **Attendance & Tardiness:** If a PSAC member has more than three unexcused

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absences in a row, the PSAC Facilitator shall notify MAS. An unexcused absence is an absence that is unanticipated and with no communication to PSAC membership or the MAS. MAS will consider these unexcused absences to be an effective resignation from the PSAC and shall nominate a new member to fill the vacancy on the PSAC from alternates. Tardiness shall be considered being unavailable for PSAC meetings after fifteen minutes of beginning the meeting. Three incidents of tardiness will be administratively equivalent to one unexcused absence.

- E. **Training:** All PSAC members shall successfully complete any training requirement by Metro as a condition for membership on the PSAC. Training curriculums and guidance will be provided in addition to any support required to assist PSAC members in achieving completion.
- F. **Conflicts of Interest:** PSAC members shall avoid conflicts of interest. PSAC members shall not participate in, vote on, or otherwise influence any decision in which they have a conflict of interest. PSAC may also adopt a code of conduct for its members consistent with this section.
- G. **Terms & Conditions:** The term of the PSAC and its membership shall be from March 31, 2021, until June 30, 2022. PSAC membership may be exposed to 'Sensitive Security Information (SSI),' and therefore will be required to sign Non-Disclosure and Confidentiality Agreements.
- H. **Removal and Resignation:** A PSAC member may be removed from the PSAC for the following reasons as determined by a majority vote of the PSAC membership: (a) misconduct, including without limitation harassing or abusive behavior toward other PSAC members or Metro employees; (b) being neglectful of his/her PSAC assigned duties; (c) being excessively or unjustifiably absent or late for PSAC meetings; (d) misconduct outside his/her duties as a member of the PSAC which brings ignominy to the PSAC and/or Metro; or (e) releasing unauthorized or Sensitive Security Information (SSI) to the public or anyone outside of the PSAC or violating the PSAC NDA; or (f) violation of established PSAC codes of conduct. The Facilitator and/or the MAS may immediately remove a PSAC member pending the vote of the PSAC membership. The CEO will have the final Authority for review if appealed through a request from the PSAC membership, Facilitator or MAS.

Any member of the PSAC may resign from the PSAC at any time by delivering written and signed notice of the resignation to the PSAC Facilitator or Metro Administrative Staff. The resignation shall be effective upon receipt.

- I. **Structure:** To foster membership collaboration, networking, and facilitated discussion, but with gravitation toward PSAC objectives and deliverables, a Matrix

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organization structure is established. This structure will support ease of communication and open discussion but will emphasize efficiency. The Matrix structure of the PSAC will support adherence to the Brown Act [see Article VI] and a professional facilitator with key functions supported by MAS. Components of the PSAC organization structure shall include but is not limited to the following:

- a. **Metro Administrative Staff (MAS)** including representatives from the following departments:
 - i. Chief of Staff
 - ii. Chief Policy Officer
 - iii. Chief Communications Officer
 - iv. Chief Civil Rights Officer
 - v. Chief of System Security & Law Enforcement Officer
 - vi. Executive Officer of Equity & Race
 - vii. Executive Officer of Customer Experience
 - viii. Executive Officer/Deputy Chief of SSLE
 - ix. Deputy Executive Officer of Community Relations
 - x. Deputy Executive Officer of SSLE
 - xi. PSAC Coordinator
- b. **PSAC Facilitator**
- c. **PSAC Steering Committee [See Article IV] (suggested):**
 - i. Chair
 - ii. Vice-Chair
 - iii. Secretary
- d. **PSAC Teams (suggested)**
 - i. Board Motions Review & Recommendations
 - ii. Law Enforcement & Security Resources
 - iii. Outreach to People Experiencing Homelessness
 - iv. Alternatives to Law Enforcement
 - v. Transit Spaces, Ambassadors & Vending & Public Education
 - vi. Code of Conduct

*(*Teams are subject to the approval of the PSAC membership)*
- e. **PSAC Ad Hoc Committees (suggested)**

(As determined by the PSAC membership, Ad Hoc Committees may be formed to study and make recommendations on a specific issue or take a specific action on behalf of the PSAC. [see Exhibit 2.1 PSAC Organizational Structure])

Article IV: Officers Establishing the PSAC Steering Committee (suggested)

This Charter establishes the PSAC Steering Committee, which is a standing committee responsible for ensuring the PSAC purpose and mission are achieved. The Officers' duties are described as follows:

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- 1) Chairperson:** The Chairperson shall preside at all meetings of the PSAC and shall exercise and perform the functions and duties as may be assigned by the PSAC and prescribed herein. (In the absence of the Chair, the Vice-Chairperson will preside at all meetings and/or can assist the Chair in this function as requested.) The Chair shall be responsible for ensuring that the PSAC purpose and objectives remain the focus of PSAC functions toward recommendations.
- 2) Vice-Chairperson:** The Vice-Chairperson shall perform the duties of the Chairperson in his or her absence, and when so acting shall have all the powers of and be subject to all the restrictions of the Chairperson. The Vice-Chairperson shall also support functions assigned by the Steering Committee.
- 3) Secretary:** The Secretary shall support the Facilitator as necessary to keep the meeting's agenda moving forward. The Secretary will ensure adherence to the Brown Act requirements and associated parliamentary rules during meetings to assist the Facilitator with public comments and related activities for the PSAC.

Article V: PSAC Facilitator

The PSAC Facilitator shall serve in support of the PSAC and will report directly to the MAS, who will manage and administer the Facilitator's contractual obligations and scope of work. Until the establishment of the PSAC Steering Committee, the Facilitator will fulfill all functions as necessary to support the PSAC purpose and mission. The Facilitator will serve as the central point of contact between the PSAC and MAS and shall remain accessible to the PSAC members during regular business hours, providing functional duties including, but not limited to the following:

1. Support with coordinating transit, public safety, and law enforcement training and education for PSAC membership; and all application documents and required forms for record
2. Support updates on PSAC progress;
3. Establish a detailed workplan for PSAC to achieve their objectives
4. Provide technical writing and administrative support for PSAC activities (e.g., elections, reports, etc.) and documentation;
5. Serve as the central point of contact for both PSAC and Metro staff regarding any issues or concerns related to the PSAC (i.e., resource needs); and
6. Ensure professionalism, objectivity, business etiquette, and effective business meeting practices are maintained in adherence with this PSAC Charter & By-laws.

With marked impartiality, the Facilitator will support the development of the PSAC recommendations, the schedule to achieve those recommendations in written form, and provide regular progress updates to fulfill all contract obligations as directed by the MAS. The Facilitator will also be held accountable for PSAC adherence to this Charter & By-

laws.

The role of the Chair, Facilitator and Steering Committee shall not be in conflict but complementary. The Chair and Steering Committee will not encroach on the duties and responsibilities described in the Facilitator's scope of work, and where matters are not defined in the scope of work, it will devolve to the PSAC membership for determination.

Article VI: Meetings

A. Ralph M. Brown Act:

- a. All PSAC meetings shall be called, noticed, and conducted in the manner prescribed by Section 54952.3 of the Government Code (the Ralph M. Brown Act). In addition, 'Roberts Rules of Order' shall be the PSAC parliamentary authority for conducting official business (i.e., voting)
 - i. Note: The **Brown Act** mandates that agendas for regular meetings allow for two types of **public comment periods**. The first is a **general audience comment period**, which is the part of the meeting where the **public can comment** on any item of interest that is within the subject matter jurisdiction of the local agency. The second is affording the public to comment on specific agenda items. PSAC will support the public comment at the end of meetings and comment on each item once submitted in advance of the scheduled meeting in a manner prescribed by the Chair.
 - ii. All Public comments will be limited to one (1) minute per person.

B. Meetings, Agenda Notice, and Quorum: The PSAC shall hold a regularly scheduled meeting of the entire PSAC membership twice a month. The PSAC Steering Committee is the only standing committee established by this Charter & By-laws. All additional meetings (e. g., seminars, briefings, training, site-visits, sub-committee, and ad hoc committees) will be determined by the PSAC membership in coordination with MAS. All meetings should be scheduled based on the established calendar of monthly meetings to be communicated to the PSAC in advance.

- a. **Agenda:** All matters to be placed on the agenda for the bi-monthly PSAC meetings may be submitted or recommended to the Facilitator by any member of the PSAC for approval by the PSAC Steering Committee by ten business days before the meeting date and posted seventy-two hours before the meeting. Minimally, agenda items should include the following:
 - i. Call to Order
 - ii. PSAC Check-In
 - iii. General Public Comment
 - iv. Adjournment

LACMTA Public Safety Advisory Committee

- b. **Quorum:** For the general PSAC meetings, a majority of the fifteen voting members (eight voting members) shall constitute a quorum. For the PSAC Steering Committee meetings, a majority of the Steering Committee (2 members) plus the Facilitator shall constitute a quorum for the transaction of business.
- C. Voting:** PSAC will make business decisions using a hybrid model that incorporates both consensus and majority rule decision making. The process steps are: (1) Discussion of the topic, (2) Proposal of an intervention, policy, or action (with this proposal coming from a PSAC ad-hoc sub-committee), (3) Testing for consensus using degrees of agreement, (4) Modifying the intervention, policy, or action if PSAC members raise concerns. (5) Finalizing this decision through a simple majority vote. (6) Reflecting on the decision later in the PSAC process, based on Metro Board action. ii) Step 6 "Reflect" to calibrate the PSAC's process based on Metro Board actions. The Facilitator shall ensure present and absentee votes are recorded in minutes and consistent with Brown Act stipulations and parliamentary procedure. In addition, a "minority report" will be drafted where dissenting opinions are recorded in the public record.
- D. Presence for a vote** shall be considered in person or in the approved virtual environment during a scheduled meeting, verified by Facilitator. LA Metro will take PSAC recommendations into account and will exercise the final executive decision model.
- E. Elections** The Facilitator will support the PSAC Steering Committee's election as the first order of business to be placed on the agenda at the earliest PSAC meeting. Subsequently, if applicable, all nominations and elections will occur so that the PSAC Steering Committee (if applicable) will be in place no later than the third PSAC regular meeting after the Charter and Bylaws are approved. A second election for all positions will be held again at the mid-point month of the PSAC term, or as determined by a majority of the PSAC and MAS.

Article VII: Training

PSAC members may be required to take relevant Metro training to support their PSAC commitments. The Facilitator will coordinate with the MAS for training requests and needs. The training will be determined as necessary by the MAS.

PSAC members may participate in site visits and other activities related to their duties in an effort to increase their understanding of the Metro environment, and these activities will be coordinated with the Facilitator and MAS.

Article VIII: Metro Administrative Staff (MAS)

The Metro Administrative Staff (MAS) shall support the PSAC and Facilitator to achieve the PSAC purpose and mission. The MAS will serve as the conduit for both the Facilitator and the PSAC for Metro resources and information. The MAS will be responsible for any and all communication with the Metro Office of the CEO and Metro Board of Directors related to the PSAC. The Facilitator reports to the MAS and/or their designee(s), who will receive the progress reports and regular updates about the PSAC to meet Board Report deadlines.

Article IX: Recommendations

All PSAC recommendations shall be consistent with established Metro Policies and Procedures and cannot depart from the scope of the Metro Board Motions that established the PSAC. Recommendations must be complicit with all laws and regulations that govern Metro and shall be risk-averse in the interest of Metro's patrons, employees, and assets. Recommendations will be developed as part of a documented and deliberative process with a majority vote recorded and submitted to the Facilitator, who will transmit them in a written report to the MAS. The implementation of recommendations will be evaluated by the MAS with a process for applicability, practicality, consequence management, piloting and/or testing opportunities, and overall suitability of the recommendations consistent with Metro's strategic priorities. Final recommendations of the PSAC go to the CEO for consideration. After evaluating, she may forward some, maybe all, for Board adoption.

Article X: Amendments to Charter & By-laws

Amendments to this Charter & Bylaws may be made by a two-thirds majority vote of the PSAC Membership in consultation with the Metro Administrative Staff (MAS). Any proposed Charter & By-laws amendment must be properly noticed on the agenda of a regularly scheduled PSAC meeting and scheduled for a membership vote at the next regularly scheduled PSAC meeting.

Article XI: Powers and Exclusions

The PSAC is created and given provisional duties and responsibilities by terms of the Los Angeles County Metropolitan Transportation Authority Act. The PSAC shall, however, have no powers or existence separate or apart from that of Metro.

No member of the PSAC shall make representation to Metro or any other body or entity, public or private, as representing the PSAC or Metro unless specifically authorized by a majority vote of the PSAC or the PSAC Steering Committee with concurrence from the MAS.

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Exhibit 1.1- Board Motion #35



Metro

Board Report

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

File #: 2020-0419, File Type: Motion / Motion Response

Agenda Number: 35.

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

Motion by:

DIRECTORS HAHN, SOLIS, and BUTTS

Report Back on Use of Force Policy followed by Metro Policing Contractors and Employees

On May 25, George Floyd was killed by a Minneapolis police officer during an arrest for allegedly using a counterfeit \$20 bill. While Floyd was handcuffed and pinned to the ground, Minneapolis police officer Derek Chauvin knelt on his neck for nearly nine minutes as Floyd pleaded and repeatedly told Chauvin and three onlooking officers that he could not breathe before losing consciousness. He was pronounced dead one hour later. Video of George Floyd's death has sparked protests nationwide over police use of force and the growing list of unarmed black men and women who have been killed by law enforcement in this country.

Research has shown that concrete changes made to department policy and training can result in decreased uses of force by law enforcement officers. The organization "Campaign Zero" has identified eight use of force policies that have been shown to reduce the number of officer-involved killings. These policy reforms include:

- 1) Requiring officers to de-escalate situations, when possible, before using force
- 2) Using a Force Continuum or Matrix that defines and limits the types of force that can be used to respond to specific types of resistance
- 3) Restricting, or prohibiting, the use of chokeholds, strangleholds, and carotid restraints
- 4) Requiring officers to give a verbal warning before using deadly force
- 5) Prohibiting officers from shooting at people in moving vehicles unless the person poses a deadly threat
- 6) Requiring officers to exhaust all other reasonable alternatives before resorting to using deadly force
- 7) Requiring officers to intervene to stop another officer from using excessive force
- 8) Requiring comprehensive reporting that includes both uses of force and threats of force

In the last two weeks, elected officials across the country, and across Los Angeles County, have committed to reviewing and updating the training and use of force policies followed by their policing

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departments as a first step of many towards criminal justice reform.

In 2017, Metro entered into a multi-agency policing partnership with the Los Angeles County Sheriff's Department, Los Angeles Police Department, and the Long Beach Police Department to increase the number of police on the Metro system in order to deter criminal activity on Metro buses and trains. In addition to the presence provided by this partnership, Metro also employs Metro Transit Security Guards (TSOs) and contract security personnel.

While law enforcement agencies play an important role in protecting public safety, it is imperative that Metro review the use of force policies that the agencies we contract with and guards we employ follow, in order to protect the lives of the transit riders that they encounter.

Los Angeles County is in the process of transitioning to a care-based model that addresses the root causes of social problems. Metro in turn has begun incorporating input from its Executive Officer of Equity and Race and its Office of Civil Rights in its transit safety and security operations. However, the expiration of the current policing contracts in two years provides Metro with both the time and opportunity to clarify what is reasonable to expect from law enforcement on our systems in the future. For instance, we can do a better job helping to connect our unhoused Angelenos to services without dehumanizing or criminalizing them. It is worth considering whether this is an appropriate function for law enforcement at all, or if this role could be better served by other unarmed professionals like mental health experts and homeless service providers.

Our budgets and our contracts are statements of our values. It is important to clearly define and codify the expectations that Metro has of our law enforcement partners to uphold the dignity and safety of all Metro passengers.

SUBJECT: REPORT BACK ON USE OF FORCE POLICY FOLLOWED BY METRO POLICING CONTRACTORS AND EMPLOYEES

RECOMMENDATION

APPROVE Motion by Directors Hahn, Soils, and Butts that the Board direct the Chief Executive Officer in conjunction with the Chief of Metro's Systems Security and Law Enforcement, Executive Officer of Equity and Race, and Office of Civil Rights, to report back to the Board in 90 days with the following:

- A. A review of the training and use of force policies followed by our policing partners and security contract personnel;
- B. A review of training and use of force policies for our Metro Transit Security Guards and provide reform recommendations; and
- C. Recommendations on how to further reform policing at Metro and reallocate resources for homelessness outreach and services in preparation for the expiration of existing policing contracts.

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Exhibit 1.2- Board Motion #37



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Board Report

Los Angeles County
Metropolitan Transportation
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3rd Floor Board Room
Los Angeles, CA

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,

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

Agenda Number: 37.

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.**

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Exhibit 1.3- Board Motion #37.1



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Los Angeles, CA

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.

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Exhibit 1.4- Board Motion #26.1



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Los Angeles, CA

File #: 2021-0187, File Type: Motion / Motion Response

Agenda Number: 26.1.

REGULAR BOARD MEETING
MARCH 25, 2021

Motion by:

DIRECTORS MITCHELL, GARCETTI, SOLIS, KUEHL, AND DUPONT-WALKER

Related to Item 26: Transit Law Enforcement Services

Metro's efforts to reimagine public safety requires the expertise of its riders. Members of the newly formed Public Safety Advisory Committee (PSAC) will provide their time in meetings and reflection outside of meetings to make recommendations about the future of public safety. Metro should ensure that members of this committee are appropriately compensated for their time, as it should with other areas of expertise.

Related to discussions on whether to amend Metro's existing Transit Law Enforcement Services contract, the Chief Executive Officer has recommended that even greater expectation be placed on PSAC members to meet over the next six months and present a set of recommendations on Transit Law Enforcement Services. The justification for compensation and appropriate resourcing is stronger than ever. We stress the urgency of this action, as PSAC intends to hold its first meeting in April 2021.

Moreover, PSAC is but one of many advisory committees that Metro convenes to seek expertise from its ridership and broader community. Compensating advisory committee members - in some way - means that more people can participate, including people who are most reliant on Metro services. This aligns with Metro's efforts to fix racial and income inequities across the region. Metro must prioritize compensating expertise across the Agency, in accordance with its values. For these reasons, Metro should take a broader reevaluation of if and how advisory committees should be compensated, including but not limited to stipends, reimbursements, and other potential forms of compensation.

SUBJECT: AMENDMENT TO TRANSIT LAW ENFORCEMENT SERVICES

RECOMMENDATION

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

A. Report to the Operations Committee in April 2021 on a plan to reasonably compensate members of the Public Safety Advisory Committee, including but not limited to options for stipend,

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Agenda Number: 26.1.

reimbursement, and other forms of compensation;

B. Report to the Board in June 2021 with a review of compensation for Metro's advisory committees and a policy for the reasonable compensation of their members; and

C. Include in each monthly Transit Public Safety report updates on the progress and activities of the Public Safety Advisory Committee

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Exhibit 1.5- Board Motion #26.2



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Los Angeles, CA

File #: 2021-0190, File Type: Motion / Motion Response

Agenda Number: 26.2.

**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

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File #: 2021-0190, File Type: Motion / Motion Response

Agenda Number: 26.2.

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

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File #: 2021-0190, File Type: Motion / Motion Response

Agenda Number: 26.2.

enterprises in the above initiatives.

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

Exhibit 2.1- PSAC Organization Chart

