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TRANSIT POLICING DIVISION
COMMUNITY POLICING PLAN

TRANSIT POLICING DIVISION

EXECUTIVE SUMMARY

I'm pleased to afford the Metro Community, the Los Angeles County Sheriff's Department's Transit Policing Division 2016/2017 Transit Community Policing Plan. While this (now fiscal year designated) annual plan re-enforces prior plan tenets, it also broadens and deepens areas of evolving Metro and LASD Community Policing interest and need.

This Plan provides structure as to how TPD will carry out its Metro Specific Transit Community Policing efforts. It is also intended as a flexible framework that will morph, based upon Metro's System Safety and Security requirements.

The 2016/2017 Plan:

- *Better identifies Transit Specific goals and strategies to best meet Metro's System Safety and Security suite of needs*
- *More comprehensively identifies existing and expanding community partnerships*
- *Identifies deployment strategies, policing methodologies in problem solving and technology intention to best address transit crime, "quality of life" and Metro community specific concerns*
- *Affords Quality Assurance and Quality Control mechanisms, in recognition such aspects of the operation translate to how well TPD can engage in Community Policing efforts System wide*
- *Expands upon TPD's focused efforts in Counterterrorism and Emergency Preparedness*
- *Speaks to efforts in Acquiring, Training, Developing, Retaining and Promoting Law Enforcement Community Policing Artisans, to best achieve Metro's stated goal of a "Crime Free System"*
- *Reveals a newly formed "One Team" approach and leadership methodology, which promotes inter-agency collaboration, synergy and joint interest goal attainment*

The 2016/2017 Plan relies upon time tested Problem Oriented Policing principles, yet is contemporary, customized and Metrocentric in its strategy. As such, the 2016/2017 Plan serves as an effective roadmap in TPD's Transit Policing efforts and a fortified foundational pillar in Metro proving the safest public transportation system in the Nation and worldwide.



Ronene M. Thomas
Chief of Metro Transit Police



TRANSIT POLICING DIVISION

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☞ TRANSIT POLICING DIVISION'S ☞

METRO SPECIFIC MISSION

Promote a safe and secure transit environment

Provide premier customer service and support

Foster partnerships with the transit community we serve

Afford excellence in transit crime prevention, response, criminal investigations and quality of life concerns

Enhance public trust through accountability, authenticity, and ethical community policing principles

Render world class counterterrorism and emergency response services

Apply the law and Metro's Code of Conduct fairly, with constitutional authority and respect for the dignity of all those we encounter



TRANSIT POLICING DIVISION PLAN INTRODUCTION



In 2014, TPD identified key components for a successful Community Policing Plan and set into motion a series of goals, including the creation of a Division, committed solely to Metro's Transit System. In 2015, TPD's yet fully formed Central Operations Bureau continued to take shape. In 2016, the Metro Transit Community Policing Plan folds in all four, now fully funded and formed, Division Bureaus. These include: Transit Bureau North, Transit Bureau South, Central Operations Bureau and Metrolink Bureau. Personnel, Budget and other aspects of Division autonomy, now favorably and increasingly continue to influence how TPD performs its work for Metro, inclusive of local Community Policing efforts.

Notwithstanding this Division interweave, Metrolink Bureau holds its own separate/distinct contractual relationship with and for the Southern California Regional Rail Authority (S.C.R.R.A. or Metrolink). As such, Metrolink Bureau is referenced within this document for purposes of joint Community Policing responsibility (such as with Union Station), TPD resource readiness for Metro and stakeholder interest only.

At the core of the Division's design are approximately 700 transit trained and dedicated personnel of both Sworn and Professional Staff capacity, who are invested and often tenured with Metro and in Transit. Within this, lies a 100% Metro dedicated supervision, management and executive leadership team ("Key Personnel") which are similarly now fully funded and staffed and oversee all operational aspects of TPD's work for Metro. This cadre includes Metro's own dedicated Chief of Transit Policing, LASD Chief Ro Thomas (formerly Chief Ro Anda).

Chief Thomas serves as the lead liaison and "buck stops here" point of contact for Metro executive management. Her position also ensures one Community Policing methodology and philosophy is employed and adhered to by all the Division's subordinate personnel.

TRANSIT POLICING DIVISION PLAN INTRODUCTION

The Plan incorporates an updated Mission statement, that serves as both guide and expectation setting for all Transit Policing Division personnel.

The Plan expands upon previously stated “Key Mission Areas,” via a series of “Goals and Strategies,” in order to best achieve Mission objectives.

The Plan affords a contemporary view of Transit Policing Division’s hierarchy and provides a framework upon which Quality Assurance and Quality Control measures will prove attained.

The Plan keys upon diversity in professional partnerships requisite to fulfill Metro’s mammoth security and customer services requirements.

The Plan centers on transit specific Community Policing methodology and explores with greater depth, *Quality of Life*, *Crime Prevention* and *Crime Response* solutions intentioned for optimal effectiveness; as well as providing information on tactical/technology tied solutions in use and/or intended.

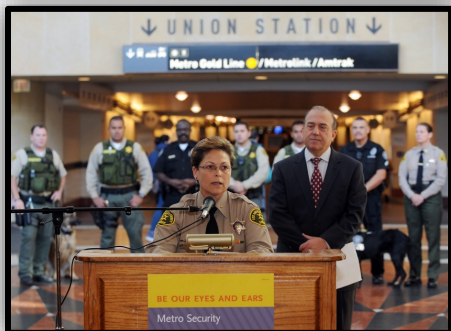
The Plan affords specific methods for reduction of response times to calls for service.

The Plan details a “One Team” partnership approach.

The Plan unpacks the ideological importance of and TPD’s commitment to invested and trained law enforcement artisans in Transit Community Policing and accentuates TPD’s commitment to hiring, retention, training and leadership development.

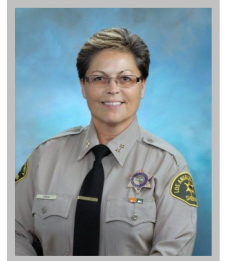
The Plan refreshes efforts in Transit Counterterrorism and Emergency Preparedness

The Plan is consistent with LASD’s recently afforded response to Metro’s *Request for Proposal for Transit Law Enforcement Services*, is forward looking and designed as Metro need adaptive.



TRANSIT POLICING EXECUTIVE STAFF

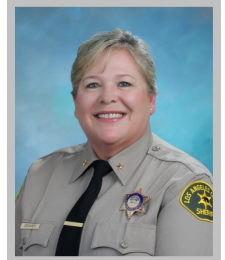
Ronene M. Thomas
Chief
Chief of Transit Policing



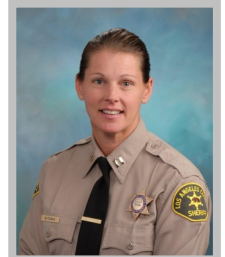
Michael R. Claus
Commander
Transit Bureau North
Central Operations Bureau
Metrolink Bureau



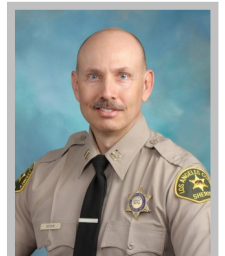
Judy A. Gerhardt
Commander
Transit Bureau South
Budget/Personnel



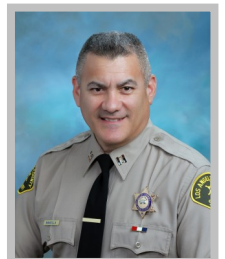
Jennifer L. Bateman
Captain
Transit Bureau North



Karl R. Schow
Captain
Transit Bureau South

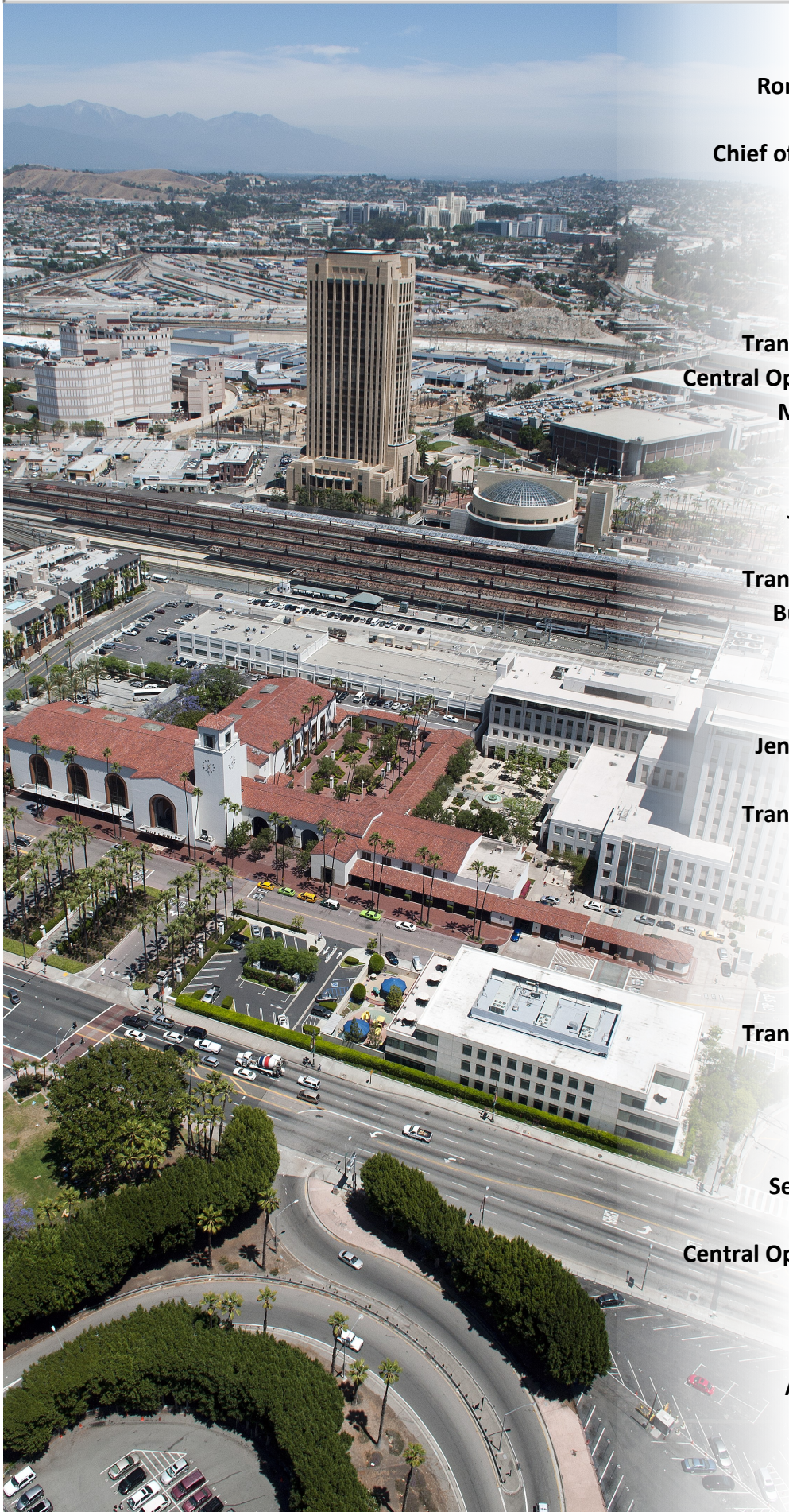


Sergio A. Mancilla
Captain
Central Operations Bureau



Andrew H. Rosso
Captain
Metrolink

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TRANSIT POLICING DIVISION

EXECUTIVE STAFF ROLES

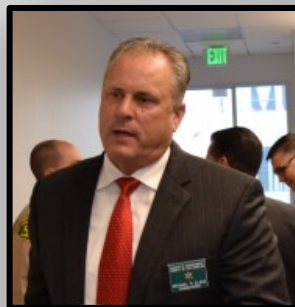


Chief Ronene Thomas functions as the *Commanding Officer* for LASD's contract with Metro and as Metro's Chief of Transit Police. She has direction and oversight responsibility for the entirety of Transit Policing Division and LASD's contract services for Metro. She oversees all operational and contract compliance elements of the Division's four Bureaus (Transit Bureau North, Transit Bureau South, Central Operations Bureau and Metrolink Bureau).

Chief Thomas is directly supported by two Commanders, with 70+ years of combined experience in law enforcement. These two executives are responsible for identifying, developing and carrying out goals and strategies consistent with the Chief's vision and direction; making recommendations, keeping her apprised in relevant aspects of the operation and in specific tasks tied to their primary and collateral duties. In this, each Commander has overarching command responsibilities for main branches of the Division's operation. In this manner, requisite executive tier managerial oversight is assured within each of the Division's Bureaus and their sub-sets.

Commander Judy Gerhardt is responsible for Transit Bureau South, in addition to Personnel and Budget portions of the Command. Commander Michael Claus is responsible Transit Bureau North, Central Operations Bureau, and Metrolink Bureau. Both Commanders serve as conduit between the Division Chief and Bureau Captains. Both Commanders manage an assortment of collateral duties and special projects, either directed by the Chief and the Department, or which are self-initiated.

The four Captains are Unit Commanders of their respective Bureaus. Each Captain oversees day-to-day operations within their Bureau and are ultimately responsible for the actions and productivity of their respective personnel, as well as coordinative efforts with peer Captains to ensure the Division's overarching Mission is achieved. Each Bureau Captain reports to the Division Commanders and Division Chief. The Bureau Captains are: Jennifer Bateman-Transit Bureau North, Karl Schow-Transit Bureau South, Sergio Mancilla-Central Operations Bureau and Captain Andrew Rosso-Metrolink Bureau.



TRANSIT POLICING DIVISION

GOALS AND STRATEGIES

TPD's goals and objectives are bonded to Metro's priorities, by necessity and design. At the core of LASD's Community Policing methodology, is excellence in law enforcement service and support. Where service offerings are designed to ensure persons using the Metro System feel safe (and are) and that their riding experience proves pleasant. In that ridership experience can translate (in Fare Box Revenue and Metro's reputation overall), TPD's expanded transit policing goals (formerly termed *Key Mission Areas*) include, but are not limited to:

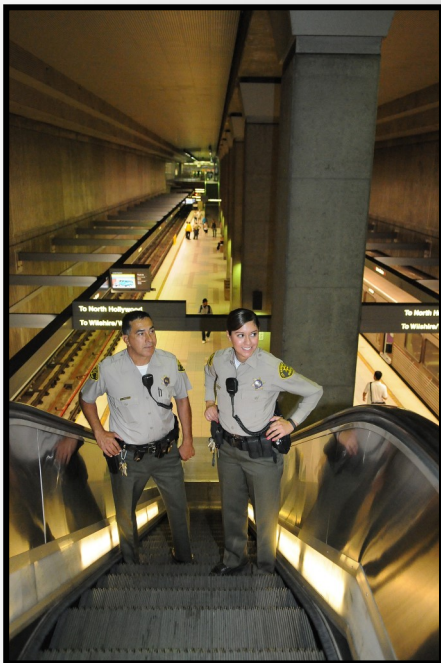
- ◆ Reduction of crime
- ◆ Reduction in response times
- ◆ Reduced vulnerability to terrorism
- ◆ Maximization of local law enforcement agency response where appropriate
- ◆ Increased perception of safety for the riding public, Operators and others using the System
- ◆ Increased visibility
- ◆ Enhanced public perception of Metro and Metro's reputation overall (via a safe/secure System)
- ◆ Leveraging existing and emerging technology to aid in LASD's mission and goals for Metro
- ◆ Ensuring excellence in customer service for Metro and those it serves
- ◆ Leveraging electronic information to form interactive "real time" deployment strategies
- ◆ Formation of a "One Team" training and collaboration philosophy that actively seeks out stakeholders and leverages joint interest (whether Metro Security, Contract Security, Amtrak, Transportation Security Administration, Local Law Enforcement, Union Station Stakeholders such as Morlin Management, the Los Angeles Homeless Services Authority, or others)
- ◆ Fostering an effective partnership with Metro Security that promotes gains in Fare Compliance, Visibility, Revenue, Safety, Deployment, Relationship and Training
- ◆ Optimizing electronic reporting, tracking and accountability mechanisms for Metro, Metro reports and Intelligence Led Policing
- ◆ Ensuring law enforcement services are carried out with expediency
- ◆ Ensuring professionalism from all assigned personnel, in their service to Metro



TRANSIT POLICING DIVISION

GOALS AND STRATEGIES

- ◆ Ensuring effective strategies and solutions are jointly developed in Quality of Life, Homeless Issues, Illegal Vending, Vandalism, Fare Evasion *and* Operator Assaults
- ◆ Ensuring professional partnerships of collaboration, trust and respect are fostered
- ◆ Enhancing Grade Crossing Enforcement and collision prevention at higher risk locations; and as requested by Metro
- ◆ Enhancing collaboration between Metro Executives, Metro Media and LASD, for System tied events
- ◆ Enhancing field deployment through the employ of a Geographic Deployment model that promotes the concept of *Proximity Prioritization Policing*
- ◆ Enhancing already well established Special Teams and Line assets including the Threat Interdiction Unit, Canine Explosives Detection Team, Transit Mental Evaluation Team (TMET), Bus Riding Team, Metro Detective Bureau, Crime Analysis Unit, Crime Impact Teams and Transit Policing patrol assets comprised of Deputies, Security Assistants, Team Leaders, Area Sergeants, Service Area Lieutenants and Administrative Support Staff.



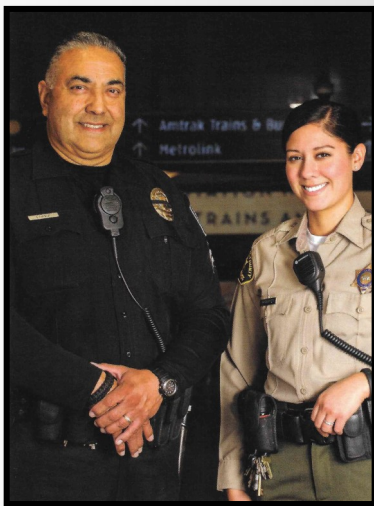
TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

Partnership with Metro in the Formation of *Transit Policing Division*

TPD management envisioned and then, in concert with Metro, orchestrated the creation of an entire Transit Policing Division. With Metro dedicated personnel, fully formed and funded Bureaus and a multi-tier transit veteran managerial team all now resident, TPD's 2016/2017 Plan holds greater foundation, focus and capacity.

In the year ahead, aspects of such Division autonomy (in facets of the operation such as Budget, Personnel, Deployment, Technology, Managerial Oversight and Accountability) will favorably and increasingly influence how TPD performs its work for Metro; inclusive of Community Policing efforts and where the Division's Bureaus oft times engage in married transit enforcement operations.

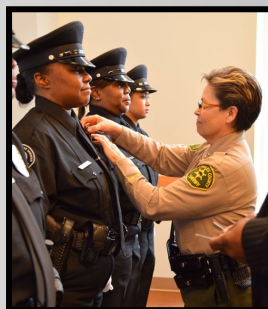
Partnerships with Metro Personnel



LASD recognizes Transit Community Policing as a lynchpin of System safety and success for both Metro and LASD. Moreover, that this "community" includes Metro itself. Accordingly, while effective LASD/Metro partnerships already exist, TPD will focus on this critically important aspect of Community Policing in 2016/2017.

The 2016/2017 Plan specifically formalizes the enactment of a "One Team" Community Policing partnership approach. Wherein Team Leaders, Detectives, Bus Riding Team Deputies, Service Area Lieutenants, Executives, Professional Staff and Line Personnel each serve as "grass roots" agents in a transformative and Transit Specific Community Policing approach.

Whether talking with (actually: collaborating, information sharing, intelligence gathering, team building, etc.) Rail/Bus Division Managers, Assistant Managers, Operators, BOC/ROC Managers, Community Relations, Metro Janitors, Metro Security, General Services, Metro Executives, or the great many other Metro staff, TPD will better combat crime, quality of life, and other security challenges, by strengthening stakeholder relationships. Relationships where parties know one another by name, care, share mutual concerns and are, in a word, invested.



TRANSIT POLICING DIVISION

COMMUNITY POLICING PARTNERSHIPS

Partnerships with Public Agencies and Private Organizations

TPD will continue to form and strengthen partnerships with law enforcement peers and social service providers throughout the County and Country. TPD executives, management (Service Area Lieutenants), supervision (Sergeants), Team Leaders, Special Teams and Line personnel will all continue to regularly coordinate and meet with local law enforcement agencies such as Long Beach, Santa Monica and the Los Angeles Police Department, as well as attending agency briefings and stakeholder community meetings.

TPD will continue to work in concert with Metro linked entities, such as Morlin Property Management, Contract Security and the great number of contractors and vendors Metro holds professional involvement with. TPD will continue to participate in Joint Management Council (JMC) meetings concerning Union Station activities, will join with Metro in local community collaboration (such as with the Homeless Task Force), will attend *Cops and Ops* and *Rap Sessions* at Metro Divisions, will engage in *Community Advisory Committee* meeting support, will invest in partnerships with local school and community based organizations with transit ties and will enhance ongoing partnerships with Local, Federal and State law enforcement and transit agencies including:

- ◆ Los Angeles Homeless Services Authority
- ◆ Federal Emergency Management Agency
- ◆ Drug Enforcement Administration
- ◆ United States Customs and Border Protection
- ◆ National Railroad Passenger Corporation (AMTRAK)
- ◆ United States Federal Air Marshal Service
- ◆ United States Department of Energy
- ◆ Defense Advanced Research Projects Agency
- ◆ Advanced Physics Lab, Domestic Nuclear Detection Office
- ◆ Transportation Security Administration
- ◆ British and Irish International Law Enforcement/Counterterrorism Collaborations
- ◆ Railroad Police/BNSF
- ◆ Development of Memorandums of Understanding with local law enforcement agencies
- ◆ Morlin Management and Union Station Stakeholder Meetings
- ◆ IACP—International Association of Chiefs of Police
- ◆ PAG (Peer Advisory Group)
- ◆ APTA—American Public Transportation Association
- ◆ Ireland International Peer Network
- ◆ Metro Security collaborations (LASD afforded training and High Visibility joint operations)
- ◆ Contract Security Collaborations (such as with the shared radio effort at Union Station)
- ◆ Transportation Security Operations Center (TSOC)

TPD's Transit Mental Evaluation Team— A Quintessential Public Agency Partnership

The Transit Mental Evaluation Team (or TMET, formerly known as the Crisis Response Unit) is a collaborative of the Sheriff's Department, the Department of Mental Health and Metro support. The Team is comprised of pairings of specially trained patrol deputies and Department of Mental Health clinicians. Their mission, in congruity with TPD's ongoing Transit Community Policing Plan, sets out to assist transit (geographically) associated persons in need of social, or other services, while concurrently working to guard against quality of life detriment and vulnerability crimes on the System.

TRANSIT POLICING DIVISION

COMMUNITY POLICING PARTNERSHIPS

In 2015, the Transit Mental Evaluation Team engaged in:

- ◆ 5,441 contacts
- ◆ 8,222 locations checked
- ◆ Over 5,200 bus and rail related contacts
- ◆ Nearly 300 transportations for services
- ◆ 451 “5150” Welfare and Institutions Code (WIC) instances



In addition, these personnel regularly afforded classes to both TPD, Metro and private community groups on topics such as suicide prevention, mental health awareness and successful intervention techniques. In 2016/2017, TPD intends to expand outreach in this important arena and through outlets such as the Metro hosted Homeless Task Force, deployment and outreach practices will prove further refined.

Invested Partners in Transit Law Enforcement

TPD Staff are 100% dedicated to the Metro contract (whether the Chief of Transit Policing, Executives, Managers, Supervisors, Deputies or Professional Staff). As such and by design, employees prove inherently invested in the Operation and Metro and effectively serve as extended Metro family.

With a significant number of TPD personnel having been assigned to the Metro contract from its very origins and/or having served in a variety of key Metro assignments over years, TPD’s personnel prove unique and willfully serve Metro with experience, interest and an often shared sense of transit needs.

The 2016/2017 Transit Community Policing Plan embraces the importance of this reality and sets out to grow the “*invested partner*” aspect of TPD’s Operation for Metro; in recognition this serves as a core Community Policing pillar. In this, TPD intends to:

- ◆ More deeply root its Field Training Program with Metro, by having trainees conduct the vast majority of their training actually *in* Transit, versus being outsourced to other Patrol Stations (where less invested personnel are sent to TPD as backfill, during the trainee absence).
- ◆ Build transit experience and tenure of its patrol cadre and mentor/groom them for attaining more specialized assignments within the Transit realm.
- ◆ Form an effective patrol based talent pool from which management can identify “bright lights” to augment areas of particular importance within the Operation, such as with *Special Teams*.
- ◆ Employ creative recruitment and retention strategies to ensure the best and the brightest come to and remain in transit and that such assignment ultimately proves coveted, for a variety of objectively compelling reasons.

TRANSIT POLICING DIVISION

COMMUNITY POLICING PARTNERSHIPS

- ◆ Invoke an LASD culture transformation that causes employees (both outside of the Division and within TPD patrol ranks) to become incentivized as to where they should work and in how they can best attain unique, rewarding and potentially specialized Transit assignments.
- ◆ “Home grow” its Transit executive leadership team (Key Personnel), in recognition those who are highly Transit experienced, keenly understand Metro’s mission, appreciate its complexity and regard its culture and particularized policing needs, will prove most managerially effective, for both LASD and Metro.

In broader terms, the 2016/2017 Transit Community Policing Plan sets out a basic framework for favorable Metro partnership through employee acquisition, training, retention, growth, leadership development and succession planning for the entirety of the Division. Within this, the Plan intends a purposeful mechanism to ensure transit skilled, invested and impassioned law enforcement officers and professional support staff will prove resident, to best meet Metro’s growing System Security and law enforcement needs.

Partners in Technology



Transit Watch-Ongoing Use and Enhancements

TPD continues to grow partnerships which not only leverage elements of personal relationship build, but incorporate technology enhancement and adaptive deployment methodology to best fulfill Metro’s needs. TPD’s collaboration with Metro in the use of the Transit Watch “App” (application) has proved one such technology tied community partnership tool and illustration. Using the App, the riding public can report virtually anything to TPD and Metro (whether graffiti, suspicious behavior, crimes in progress, or a host of quality of life concerns). The App allows users the ability to report discretely and without fear of confrontation. It also allows them to telephone TPD’s Dispatch Center direct, if they so desire. In 2016/2017, TPD will continue to partner with Metro in enhancing this already highly effective community partnership and reporting tool, such as with enabled in tunnel Wi-Fi.

Law Enforcement Service Requests and the Potential for Automation

In 2016/2017 TPD intends to work with Metro on technology betterment, such as with the potential automation of Law Enforcement Service Requests (LESR’s); which could better ensure accountability, response, tracking and disposition (for Divisions and Metro/LASD Management). Such automation would serve as an additional means of safety betterment and law enforcement provider responsiveness. Whether through the use of Metro’s MPV, or an independent software/hardware solution posed by LASD, automating and effectively streamlining this historical area of Metro concern, is but one illustration in the creative and collaborative exploration TPD intends during the upcoming Policing Plan term.

TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

Armorway

- ◆ TPD intends to expand out use of Armorway software to enhance its Intelligence Led Policing deployment strategies and problem solving. Originally developed at the University of Southern California and now privately held, Armorway takes “predictive policing” steps further, by using “game theory” (much like a chess match played by grand masters, wherein it thinks out moves ahead of its opponent). The software is currently being utilized by TPD’s Threat Interdiction Unit and is similarly in use by Federal Air Marshalls, U.S. Coast Guard and other law enforcement agencies. It utilizes different data feeds to adjust deployment algorithms, including: manpower pool, priority assets, crime data trends, social media, fare media, human deviation and other sources. This, to arrive at a deployment maximization that travels beyond traditional “predictive policing” measures.

Airbox MOSAIC

- ◆ Already in use with TPD’s Threat Interdiction Unit, TPD intends to continue exploration in viability of MOSAIC, a powerful tactical tool for field deputies, special teams and management; which affords better coordination, response and visual resource management. MOSAIC, a smart device enabled software tool, holds a deafening number of features which complement its global positioning capacity, and are intended for tactical response and event management. Whether viewing deputies and resources real time, seeing Metro buses and trains alongside, map drawing, geo-fence alerts, map overlays, in App texting and picture taking with annotation and notes, real time streaming, timelines and checklists for major events, or the host of features not mentioned here, in a word, Mosaic brings ‘Order’ to the disorder that field events often hold.

LexRay

- ◆ This software solution for System CCTV live time viewing and play back, is already well established and in use by Metro and LASD on Desktops, Tablets, Smartphones and MPV’s. Exploring how enhancements can be integrated, remains an ongoing area of interest and partnership between Metro, LASD and LexRay. As such enhancements (like on board bus viewing) come to fruition, Metro and LASD will jointly utilize new tools for System safety advantage. LASD is also presently both exploring and employing broader application of this solution for Department wide use(s), and in such expansion, Metro will gain ancillary benefit.



TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

Xerox

- ◆ The 2016/2017 Plan visions working with Metro and companies like Xerox in potential use of mobile in field applications, such as one that would replace the current VOIT paper system. In this way, deputy activities will more effectively and easily be chronicled and tracked. Whether revealing time spent riding lines, on which bus or train, location data, citations issued, fares checked, or field deputy notes, such an App would enhance accountability, better statistical tracking and aid deputies in “field” tied activities for Metro.

Through the use of software development and partnerships with the likes of MOSAIC, Armorway, LexRay and Xerox, TPD’s 2016/2017 Plan intends “Next Gen” advancements in partnership with Metro, which translate to safety, visibility and less crime realized System wide.

LA-RICS

- ◆ As TPD forward plans with Metro for 2016/2017 Community Policing and beyond, Systems like LA-RICS will likely prove a reliable and independent radio and broadband communications system/network of value. The Los Angeles Regional Interoperable Communications System (LA-RICS) will enhance and ensure reliable emergency responder and emergency management communications in the greater Los Angeles Region and correspondingly, Nationwide. This will prove accomplished through two independent, but compatible projects: a land mobile radio communications system and a long term evolution broadband communications system for first and second responders. In that during large scale events, private broadband networks can and historically do overload, LA-RICS will ensure first responder communications, despite other systems being taxed, or wholly unavailable for use.



TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

Partnerships that Major in the Minor (Transit Juvenile Diversion Program)

In 2011, the Sheriff's Department entered into an Agreement with the Los Angeles Unified School District (LAUSD) and Metro, in order to provide options for minors in addressing violations of Metro's Code of Conduct committed while on the System. The Diversion program leverages the school disciplinary process and emphasizes correcting disorderly behavior, versus invoking citations and financial penalties (which can cast hardship for the youth and parent alike). The program provides for an effective alternative and intervention at the school level, versus involvement of the juvenile court, via citation issuance. While not intended as a one size fits all solution, where appropriate, the Transit Juvenile Diversion Program offers a vehicle for corrective youth ridership compliance with Metro rules, while concurrently affording an effective stakeholder solution for low grade infractions. In 2016/2017, TPD will continue to employ this Transit Community Policing tool and with the advent of incoming personnel, will afford supplemental training for those newly arrived and unfamiliar with the program merits.



TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

Partnership with the Transit Community Through Community Policing Training

TPD will continue to cause Departmental personnel to attend Peace Officer Standards and Training (POST) Certified courses in Cultural Diversity, Tools for Tolerance/Building Community Trust, Racial Profiling, Hate Crimes, Ethical Decision Making, Crime Prevention Through Environmental Design and others, in order to seed ethical conduct and empower personnel with effective decision making strategies and Community Policing Tools.



Partnership Through Crime Analysis/Reporting, Information Share and Transparency

TPD Crime Analysts, in collaboration with Metro staff, will continue to prepare and publish a Monthly Crime Report (as a management and oversight tool for LASD, Metro and the Metro Board of Directors). Such reports reveal important statistical metrics in crime trends, citation issuance, calls for service and other key performance indicators. These and other TPD afforded reports (such as Bus Operator Assault monthly reports), ensure transparency, foster accountability and hold foundation upon which collaborative and effective Transit Community Policing rests.

Intelligence Led Policing (ILP) reports prove another illustration in this data driven information share that will continue to be enhanced. In bi-weekly ILP meetings, LASD and Metro convene and recent crime trends are discussed, enforcement efforts revealed, areas of upcoming focus are determined and Metro crime prevention assets (such as SkyWatch Towers) are determined jointly, in where best deployed.

Executive tier Metro/LASD regular meetings will also continue to take place, wherein enforcement and visibility metrics (such as with citation issuance and/or Mobile Phone Validator [MPV] data), are reviewed and asset focus and enforcement strategies are re-shaped, as trends and System needs warrant.

TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

Partnership Through “Extraordinary Innovation”

The current Plan acknowledges that in Metro’s recent creation of the *Office of Extraordinary Innovation*, Metro has revealed its investment in and commitment to groundbreaking ideas, inventive plans and creative practices, which will help pave the way for the future of Transit in the Los Angeles Region.

The 2016/2017 Metro Transit Community Policing Plan aligns itself with Metro’s ideology in similarly and actively seeking such creativity, forging new ideas, refining best practices and expanding upon proven successes (to enhance TPD’s Operation for Metro). While such design will prove ever evolving, two such illustrations intentioned for the 2016/2017 Plan term, are briefly cited below.

Quarterly Law Enforcement Summits

- ◆ Transit Policing Division’s Chief of Transit Policing visions hosting Quarterly Law Enforcement Summits with allied local policing agency representatives, wherein information share, intelligence, networking, training and opportunities for Metro to ask and/or share information will exist, with recurrence. This Community Policing tied endeavor will familiarize and better bond local law enforcement agency partners and synergize law enforcement response for Metro associated events.

Cops and Ops Daily

- ◆ While Transit Policing Division already has well established relationships of trust with Metro Division Managers, Maintenance Personnel and Operators at Metro Bus and Rail Divisions and while Service Area Lieutenants are already assigned to each of these Divisions as dedicated Liaison, TPD intends to grow this important aspect of its Operation. To better foster intelligence, visibility, collaboration and trust (and in addition to Team Leaders, Team Sergeants and Liaison Lieutenants who participate in Division “Rap Sessions” and “Cops and Ops”), TPD will be instituting an outreach program termed: “Cops and Ops Daily.” This program will cause a “Line” assigned Sergeant to visit an assigned Division within his sector of responsibility, daily (barring exigent circumstances tied to System needs). In this way, both Metro and LASD personnel will become better acquainted and vested. Cops and Ops Daily will prove one more facet, in a multi-prong approach of TPD’s Transit Community Policing Plan and effort in “One Team.”

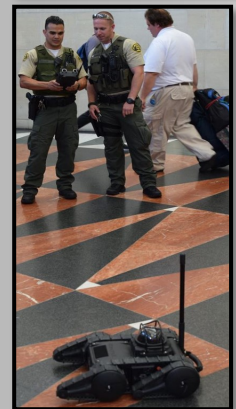
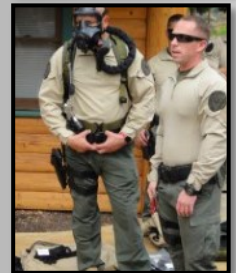


TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

Partnership in Division Assets

In order to best partner with Metro, the public, law enforcement peers and others within the diverse Transit environment, specialized assets, tools and functions need exist. TPD's 2015 Plan discussed a number of these Community Policing resources. 2016/2017 Plan reiterates and expands upon this internal Division asset list, which will be leveraged to best Serve Metro's needs, including:

- ◆ Bus Riding Teams
- ◆ Crime Impact Teams
- ◆ Threat Interdiction Unit
- ◆ Mental Evaluation Team
- ◆ Motorcycle Deputies
- ◆ Canine Teams
- ◆ Detective Bureau
- ◆ Field Training Officers
- ◆ Crime Analysis Unit
- ◆ Patrol Deputies
- ◆ Law Enforcement Technicians
- ◆ Security Assistants
- ◆ Photo Enforcement Personnel
- ◆ Administrative Personnel
- ◆ Team Leaders
- ◆ Patrol Sergeants
- ◆ Lieutenant Watch Commanders
- ◆ Service Area Sergeants
- ◆ Service Area Lieutenants
- ◆ Captains
- ◆ Commanders
- ◆ A singular Division Chief
- ◆ Station Clerks
- ◆ Secretaries/Executive Secretaries
- ◆ Operations Assistants
- ◆ Timekeepers



TRANSIT POLICING DIVISION

COMMUNITY POLICING PARTNERSHIPS

Partnerships In Department Wide Assets

Beyond TPD's borders, LASD's Community Policing efforts span the entirety of the Organization and hold a long and award winning track record of success. LASD has a proven history of effective stakeholder partnerships in its many diverse communities, as well as the honor of having trained hundreds of law enforcement agencies in Community Policing principles, before being well known or in vogue. With multiple Bureaus (such as the Community Partnership Bureau and Operations Safe Street Bureau) exclusively devoted Community Policing efforts, services and support in this arena are ample and will continue to augment TPD's local assets and capabilities. TPD's 2016/2017 Plan briefly cites some of these Countywide Community Policing assets, which will prove drawn down upon if/where Metro and TPD require, including:

- ◆ **Countywide Community Oriented Policing Teams (COPS)** which identify quality of life and crime issues in their areas, work with communities to identify problems and formulate solutions, act as liaison between the Department and the communities they serve, attend meetings, organize neighborhood surveys, provide saturation patrol and afford targeted enforcement efforts.
- ◆ **Countywide Crime Impact Teams** which address high crime areas, focus on gang members and gang activity, engage in strategic planning, partner with parole and probation, engage in search warrant service, saturation patrol and other targeted actions.
- ◆ **Countywide Special Problems Teams** which respond countywide, to address long term issues that have plagued communities.
- ◆ **Countywide Counterfeit and Piracy Enforcement Team** which address intellectual property crimes.



- ◆ **Countywide Property Abatement Team** which works with Departmental and other government agencies including the City Attorney and District Attorney's Offices, Code Enforcement, businesses and local residents to remedy nuisance properties; utilizing criminal and/or civil abatement processes.
- ◆ **Countywide Homeless Services Team (HST)** which work with the Los Angeles Homeless Services Authority (LAHSA) and the Chief Executive Officer (CEO) concerning homeless and encampment related issues within Los Angeles County, through a collaborative and broad spectrum approach which incorporates everything from social service offerings, to enforcement.

TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

- ◆ **Countywide Mental Evaluation Teams (MET)** which assist patrol deputies with contacts involving the mentally ill and possess specialized expertise, certifications, placement tools, crisis intervention techniques and pairings of law enforcement and Department of Mental Health clinicians.



- ◆ **Countywide Parole Compliance Teams** which work with parole case managers, conduct parole compliance checks and locate and apprehend absconders.
- ◆ **Community Development Commission Teams** which work in partnership with the Housing Authority for the County of Los Angeles in reducing crime and improving quality of life for over 3,300 residential dwellings and residents, and 70 authority tied locations within Los Angeles County. Where Community Development Commission deputies coordinate Community Policing efforts with local police jurisdictions, Sheriff's Stations, TPD, gang investigators and other detectives.



- ◆ **Gang Enforcement Team** whose deputies engage in saturation patrol of high crime/high gang activity

areas and focus on suppression patrol, engage in search warrant and special operations service, and assist Bureaus and Stations with gang tied services.



- ◆ **Operations Safe Streets Bureau Gang Investigators** that conduct gang related criminal investigations, author/serve search warrants, develop large scale multi-location operations, engage in sensitive, complex and/or serious gang related investigations, and work with local, State and Federal officials in gang crime apprehension and prosecutions. Where Detectives assist LASD's Homicide Bureau and other law enforcement agencies with investigations, expertise and intelligence.
- ◆ **.Vital Intervention and Development Alternatives (VIDA)** deputies who engage in youth intervention and prevention programs through the VIDA academy, which is a sixteen week program designed to assist non-violent, at risk youth, between the ages of 11-17 (a collaboration of LASD, Community Based Organizations, volunteers, school officials and families of youth involved).



TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

- ◆ **Community Law Enforcement Partnership Program (CLEPP)** which coordinates crime prevention, community relations and a variety of community oriented policing activities and programs including the Department's Civilian Volunteer Program; which includes Reserve Deputy Sheriffs, Volunteers on Patrol, Clergy Volunteers, Clerical Volunteers, Community Emergency Response Teams (CERT), and Disaster Management Teams.
- ◆ **Volunteers who** are embedded in a sea of daily Departmental operations throughout the County and have grown to a workforce of literally thousands. Whether on Patrol, Search and Rescue, Detectives, Custody, Courts, Mounted Posse, or Transit, Volunteers afford the residents of Los Angeles County thousands of service hours, free of



charge. In 2015 alone, Volunteer hours topped 480,135 and were provided by nearly 4,200 volunteers, with approximately 12 million dollars in resultant Department savings. With each coming from the very neighborhoods they serve, Reserves, Explorers and other Volunteers serve as both workforce and composite of a grander Community Policing strategy of shared societal responsibility, to achieve community betterment. TPD will continue to grow its ranks of Volunteers and Reserves during 2016/2017 Plan period.



- ◆ **Public Information Officers** who serve at decentralized Bureaus and Stations throughout Los Angeles County, including Transit Policing Division, where LASD affords a dedicated Public Information Officer (PIO) for Metro and LASD's public information/media attention related needs.
- ◆ **Social Media** is a rapid and expanding vehicle of communication, for which LASD stands on the cutting edge in digital connectivity with the Community. Whether Twitter, YouTube, Nixle (Alerts and notices), Facebook, Instagram, Pinterest, Alert LA, LA Crime Stoppers, SNAP (Special Needs Awareness Planning) Emergency Services, Flickr, or in Metro tied services, such as with Transit Watch, the 2016/2017 Plan will continue to enhance and leverage use of such mediums for rapid connectivity with the riding public.

TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

- ◆ **Sheriff's Information Bureau's 24 Hour Media and Public Information Newsroom** which provides around the clock information to the public and media about incidents of public interest.
- ◆ **STAR (Success Through Awareness and Resistance)** programs which hold nearly four decades of success in educating children regarding the dangers of drugs.



- ◆ **Share Tolerance (Stop Hate and Respect Everyone)** programs that address bigotry, discrimination and Hate Crimes, by favorably influencing over 5000 youth each year.

- ◆ **LASD Youth Activity Leagues** that provide a safe and supportive haven for youth and afford counseling, educational tutoring and after-school recreation activities, as fun and enriching alternatives to gangs and drugs.

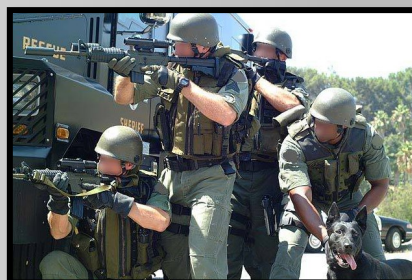


- ◆ **Muslim Community Affairs and Interfaith, Ethnic and Community Advisory Councils** which serve to build trust and stronger relationships with a variety of local communities and law enforcement, throughout the County.

TRANSIT POLICING DIVISION COMMUNITY POLICING PARTNERSHIPS

In the 2016/2017 Plan, TPD will continue to leverage the diverse spectrum of aforementioned LASD and below included **Countywide Specialized Services**; where it proves of value in addressing a particularized crime, series events, quality of life need, or Counterterrorism tied expertise (which can't be independently, adequately or best addressed by TPD personnel alone). *Specialized Services* include:

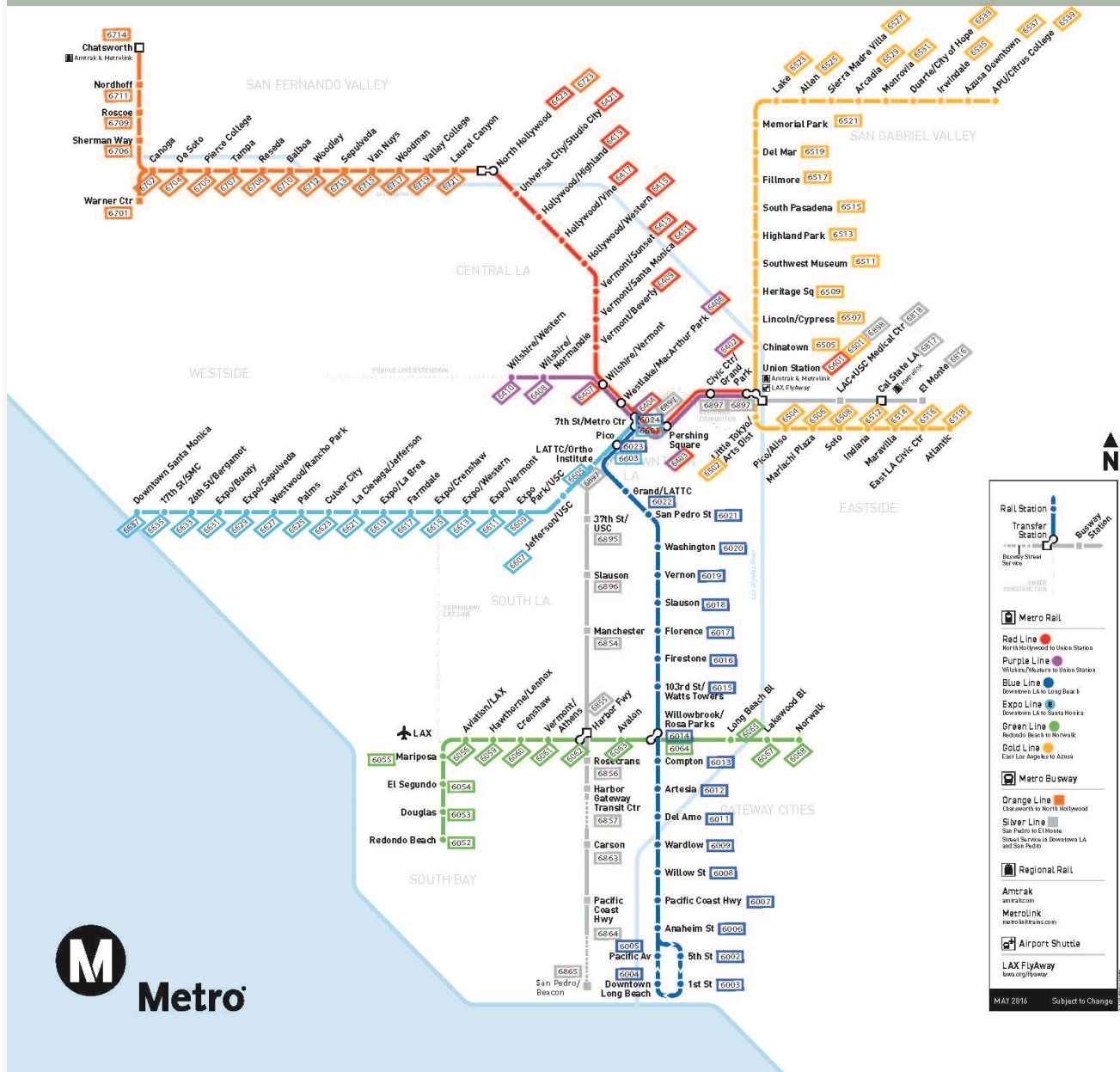
- ◆ Special Enforcement Bureau
- ◆ Major Crimes Bureau
- ◆ Aero Bureau
- ◆ Crime Analysis Program (Station/Bureau and Countywide)
- ◆ Hazardous Materials Detail
- ◆ Contract Law Enforcement Bureau
- ◆ Arson Explosives Detail
- ◆ Forensic Crime Lab and Scientific Services Bureau
- ◆ Emergency Operations Bureau
- ◆ Taskforce for Regional Auto Theft Prevention
- ◆ Counterterrorism Unit
- ◆ Metal Theft Detail
- ◆ Tactical Planning Unit
- ◆ Fraud and Cyber Crimes Bureau
- ◆ Joint Regional Intelligence Center
- ◆ Department Operations Center
- ◆ Sheriff's Response Team
- ◆ Mounted Enforcement Detail
- ◆ Los Angeles County Special Victims Unit
- ◆ Homicide Bureau
- ◆ Human Trafficking Bureau



TRANSIT POLICING DIVISION DEPLOYMENT/POLICING METHODOLOGY

Metro Rail & Busway

metro.net



Policing Metro's vast and ever expanding System requires sound deployment methodology wherein a One Team Approach leverages assets in such a way that visibility is maximized, crime is best prevented, rapid response is assured and both safety and fare compliance are enhanced. The following pages detail related Plan elements.

TRANSIT POLICING DIVISION

DEPLOYMENT/POLICING METHODOLOGY

Deployment

The 2016/2017 Plan considers that crime, law enforcement response and investigations relating to transit events are unique, due to the fact they cross the entirety of Los Angeles County (and beyond) and additionally, traverse other law enforcement jurisdictions. LASD's deployment model necessarily factors (in staffing type and sufficiency) these realities.

Consistent with that identified in TPD's recent response to Metro's Request for Proposal, TPD **desires** to transition to a **Geographic Deployment** model and strategy that creatively leverages resources, in order to best reduce response times. The strategy will potentially incorporate new elements, such as Mobile Booking Teams and will continue refine use of TPD's newly created/dedicated Bureau, comprised of "Special Teams," to focus on everything from "quality of life," to transit specific crimes and terrorism prevention.

The Geographic Deployment model will afford flexibility in personnel assignments and staffing hours. This, in order to best address critical needs during peak ridership and/or in response to current crime trends, based on Intelligence Led Policing data.

In the Geographic Deployment model, field units will frequently be responsible for areas that overlap in bus and rail, rather than a singular modal (transit bus or rail) assignment. Said simply, the closest unit to a call or request for service will respond to the incident, whether the problem is occurring on a bus, train, or Station Platform.

Consistent with potential contract award terms, the Geographic Deployment visions a dedicated position at the Rail Operations Center Dispatch, which is specifically charged with receipt of incoming messages from Transit Watch, notifying and coordinating related field units response, ensuring more consistent outside agency coordination and response, and serving as a two way conduit for information share involving Metro Security (for in field happenings).

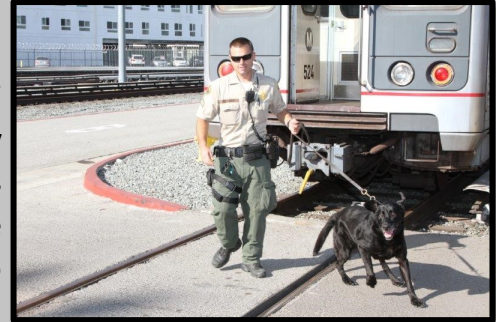
Special Teams will also be utilized to augment first response, in a nearest unit approach, hereafter, termed **Proximity Prioritization Policing**.



TRANSIT POLICING DIVISION

DEPLOYMENT/POLICING METHODOLOGY

On-going assessment and adjustment of the deployment model (in uniformed fixed posts, train and bus patrols, roving teams and plainclothes operations) will continue to be utilized in the 2016/2017 Plan. Through the vehicle of Intelligence Led Policing, bi-monthly deployment strategies will shape and morph and Unit Commanders (directly or through their subordinate staff), will perpetually fine tune upcoming deployments, as crime trends, quality of life issues, Metro needs and other circumstances warrant.



Special Teams (discussed in greater detail later in this plan) such as Motors, K9, Crime Impact Teams, Threat Interdiction Unit, Transit Mental Evaluation Teams and Security Assistant personnel, will be utilized to target particularized issues that impact the Bus and Rail Lines and will also be leveraged to better response times, where assets prove proximate.

Field Deputies will be assigned to areas within Metro's five Sectors, divided into North and South Patrol Areas, under North Bureau and South Bureau Commands. The North Patrol coverage area will generally service the San Fernando Valley Sector, San Gabriel Valley Sector and Westside/Central Sector. The South Patrol coverage area will generally service the Westside/Central Sector, San Gabriel Valley Sector, South Bay Sector and Gateway Cities Sector.

TPD's third Command layer (Central Operations Bureau) will infuse Special Teams throughout the County and will function in concert with North and South Commands. Special Teams will provide added line coverage on all shifts, though primarily on the AM and PM shifts.



TPD's deployment strategy will ensure Command accountability, will leverage "in field" assets more effectively, will improve response times, increase visibility and provide Special Team expertise and flexibility (in targeted Crime Prevention, Enforcement, Quality of Life, Counterterrorism and/or Crime Call response). Deputies will be responsible for providing service to their assigned area within the Metro System and becoming familiar with Quality of Life issues, crime trends, and being diligent in response to identified problems within their Rail/Bus sphere. They will

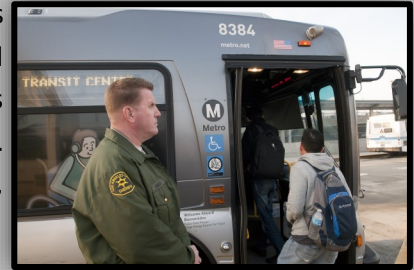
will be responsible for establishing and maintaining lines of communications with Rail Operators, Bus Operators and the ridership community. In many respects, the Geographic Deployment model sets its sights on embodiment of core Transit Community Policing tenets.

TRANSIT POLICING DIVISION

DEPLOYMENT/POLICING METHODOLOGY

1 Deputy Area Patrol Cars

Area Patrol Cars will continue to be utilized as area “Rover” cars. These units patrol within their area and provide an active presence, as well as rapid response support for Foot Beat units and Fixed Post personnel. Area Cars arrive quickly due to their mobility and strategic placement within their area. The closest Area units will respond to and resolve routine calls for service, emergency and 911 calls, whether the problem is occurring on a bus or a train.



2 Deputy Foot Beat Units



Foot Beat Units will continue to be utilized and are comprised 2 Deputy Units who patrol their area on foot and ride trains to provide visibility, deter crime by their presence, conduct Fare Enforcement, enforce Metro’s Code of Conduct and handle Quality of Life issues. The area Foot Beat Deputies may also prove responsible for Bus Riding within their assigned areas. Dedicated Foot Beat Deputies will become familiar with Quality of Life issues, crime trends, and formulate effective responses to identified problems within their Rail and Bus areas. They are also responsible for establishing and maintaining lines of communications with Rail Operators, Bus Operators and the ridership community.

1 Deputy Intelligence LED Policing (ILP) Cars

ILP Cars will continue to prove strategically placed within their area(s) of responsibility and in relation to specific crimes and trends identified through Intelligence Led Policing. Flexibility in their assignment will remain key, in ensuring ILP Cars are best able to target prolific and/or serious offenses taking place on the Transit System.

2 Deputy Fixed Posts (Hub Locations)

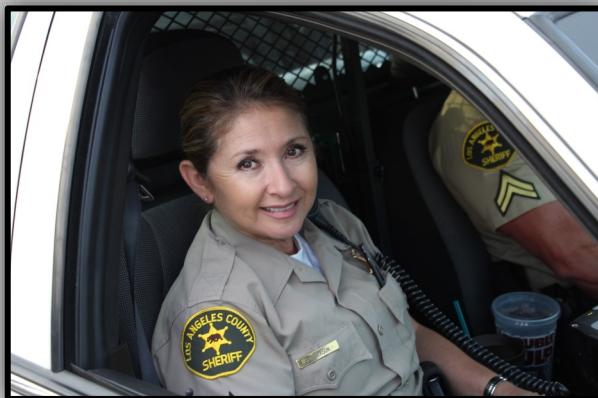
While deployment amongst LASD, Metro Security and Contract Security will continue toward refinement in 2016/2017, Hub locations which hold uniformed fixed presence include Union Station, 7th & Metro, Willowbrook/Rosa Parks Station, El Monte Transit Center and Harbor/Gateway Transit Center. TPD foresees benefit at North Hollywood in like fashion and will continue to partner with Metro in fixed post hours and ideal personnel pairings. Two Deputy Foot Beat Teams assigned to Hub locations are generally stationary, in order to provide a vigilant and readily available law enforcement presence at high volume/high need spots. Hub deputies are also utilized as enhanced support for Foot Beat Units, when conducting Fare Enforcement operations.



TRANSIT POLICING DIVISION DEPLOYMENT/POLICING METHODOLOGY

2 Person Mobile Booking Teams

Contract terms permitting, Mobile Booking Team additions will consist of two Deputy pairings. They'll utilize Booking Vans and respond to assist deputies in the field when arrest instances occur. Designed to guard against "gaps" in Line coverage (when a deputy must otherwise leave the field to book an arrestee), Mobile Booking Teams allow deputies to process arrestees in the "Field," without leaving their patrol area vacant. Mobile Booking Teams will respond to the concerned Deputy's location and assist with prisoner transportation and booking, evidence and/or property. They will transport the arrestee to a jail facility for processing and in instances where medical attention is required, will transport the arrestee to the hospital for an "okay to book" prior to jail processing. All of this will ensure deputies remain at their assigned location and are visible and available for calls. During times where transportation is not required, Mobile Booking Teams will be utilized to supplement train security checks ("sweeps"), within their assigned area.

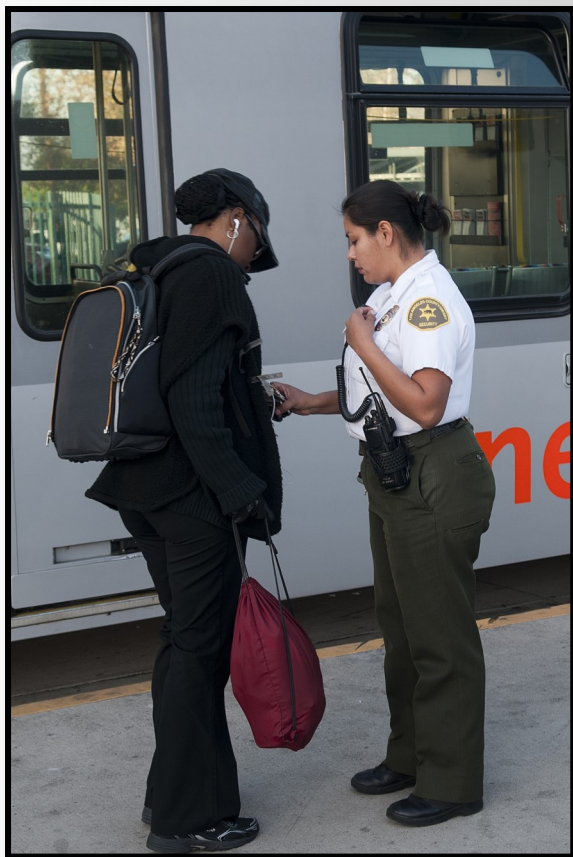


TRANSIT POLICING DIVISION

DEPLOYMENT/POLICING METHODOLOGY

Security Assistants

Non-sworn Security Assistants, in conjunction with deputy personnel, continue to provide uniformed visibility on the Rail System and support deputy personnel and Metro in Fare Enforcement operations, using Metro owned Mobile Phone Validator's (MPV). They continue to issue Metro citations to violators for Fare Evasion and other transit related infractions. In addition to providing high visibility on Rail Platforms and trains, Security Assistants observe and report suspicious persons and/or circumstances to deputy personnel. They also conduct a variety of other tasks which would otherwise require a deputy divert from his/her primary duties in order to handle. While their primary function remains Fare Enforcement, they frequently act as Metro Ambassadors, engaging patrons on board trains and platforms and answering inquiries about the Transit System, such as directions and in ticket vending machine use.



Security Assistants remain deployed in accordance with ridership, ILP, Fare Evasion data and in concert with Metro's overarching needs. They work AM and PM Shifts, Monday through Friday, with staggered starting times. Security Assistants, assigned as 2 person teams, will function in a "zone" type of configuration and be responsible for 3-4 Rail Stations (riding between those Stations and conducting TAP Card Operations on moving trains and platforms within their zone). Security Assistants continue to effectively work all Stations, on all Rail Lines, where Service Area Lieutenants direct activities, based upon ILP needs and special enforcement operations.



TRANSIT POLICING DIVISION

DEPLOYMENT/POLICING METHODOLOGY

One Team Approach

Synergy amongst law enforcement, Metro Security and Contract Security in Visibility, Crime Prevention, Terrorism Prevention and Fare Enforcement are vital, to accomplish Metro's stated priorities. The 2016/2017 Plan holds that collaboration, team work, and a philosophy of "the right person for the right job" must exist. That relationships of trust and mutual respect for roles and importance of those roles, must prove genuinely reciprocal. That a "One Team" strategic approach necessitates multiple and complementary facets, which form and support the whole. Consistent with Metro/LASD joint Mission objectives, mechanisms to achieve this end will include:

- ◆ Ensuring reciprocal situational awareness information share (for events of relevance taking place on the System)
- ◆ Leveraging expertise and assets both entities hold
- ◆ Causing each to serve as formal and informal trainers in their respective arenas of expertise (Where Metro Security can reveal understanding about tunnels and passageways, key control, access issues, Metro facilities, Metro protocol and procedures and Metro points of contact; and where LASD can reciprocate in areas of System security relevance such as Active Shooter, Incident Command, Emergency Management, and Fare Media Crime)
- ◆ Expanding on historical successful collaboration; such as where LASD recently trained all of Metro Security in Rapid Response/Active Shooter, Interacting with the Mentally Ill and the first time ever, Metro Security Fare Enforcement Pilot (which, due to its success and staunch support of Metro's leadership team, has now evolved to a System wide Fare Enforcement/High Visibility campaign)
- ◆ Ensuring both deployment and yield are maximized in areas of shared responsibility; such as in Fare Enforcement, Code of Conduct and Visibility
- ◆ Ensuring any predictive policing intelligence leverages deployment and metrics from the entities, to best form crime and fare evasion reduction strategies
- ◆ Increasing joint table top and in field training exercises
- ◆ Appointing an LASD Service Area Liaison to collaborate with Metro's Director of Security, in grass roots development of the "One Team" Transit Community Policing and Security approach. This, so that efforts are advanced not only in concept, but with structure and to where betterment is 'designed' for both Organizations, increasingly, over time.



TRANSIT POLICING DIVISION

DEPLOYMENT/POLICING METHODOLOGY

Proximity Prioritization Policing (P.P.P.)

- ◆ In the 2016/2017 Plan, TPD will increasingly leverage ALL in-field assets, Desk personnel and local law enforcement agency partners to better response to calls for service. TPD intends to merge Bus and Rail Deputies into dual function response officers and will draw down upon Special Teams to shorten response to priority and emergent events. Whether through these mechanisms and/or (new contract terms permitting) the dedication of staff at the Rail Operations Center Dispatch who will fulfill tasks such as outside agency response notification/coordination, information share with Metro Security, or Transit Watch monitoring and reporting, the Plan visions response associated coordination and collaboration on a grander scale and that employs pointed methodology on “how to get there.”



Bus Riding Team (BRT) # 2

- ◆ The Plan visions augmenting TPD’s Bus Riding Team (BRT) through the creation of a second (mirror) team, which would better ensure coverage sufficiency throughout the County. One team would serve Transit Bureau North and the other, Transit Bureau South. Importantly, both Teams would partner where needed, in order to best combat ILP reported crimes and address fare enforcement and visibility needs throughout the System (consistent with Metro want and Contract terms permitting).

Mobile Booking Teams

- ◆ Designed to guard against in field gaps in “Line” coverage, afford dedicated prisoner transportation, booking, evidence handling and select Security Check/”Sweep” duties, where not otherwise obligated, Mobile Booking Teams (contract terms permitting) will better response times, and enhance perception and actual safety of those on the System.

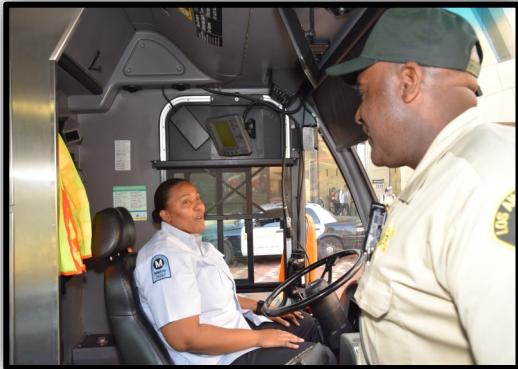


TRANSIT POLICING DIVISION

SPECIALTY TEAMS

A uniquely constructed and specialized complement of Special Teams will continue to augment line personnel and are deployed System wide, to suppress crime hotspots, prevent terrorism, address quality of life concerns and other Metro System specific needs. Some of these special purpose team assets are as follows:

TPD BUS RIDING TEAM



The aforementioned Bus Riding Team (BRT) is comprised of Deputies and a dedicated Team Sergeant. The 2016/2017 Plan intentions continued use and expansion of this highly effective team. The Bus Riding Team concentrates efforts on ILP reported crimes and addresses Fare Enforcement and Visibility needs throughout the System. Team members conduct “Bus Boardings” and “Bus “Rides” as their main focus. With an impressive 90% of effective work hours devoted to interaction with Metro Bus Operators and patrons, BRT members are established experts on all things Bus. They establish “first name” professional relationships with Metro Operators and patrons and saturate bus lines where Fare Evasion, crime, Operator requests, or Quality of Life issues warrant. They gather vital intelligence, engage in special “Plain Clothes” and “Uniformed” *Bus Operations* and comprehensively address Operator, Bus Division and Bus Operations Center tied concerns. They are able to respond as a team to address crime trends on buses and serve as technical experts for LASD and Metro in this arena. 2015 *Quick Facts* include:

- ◆ Over 684,000 fare checks in 2015
- ◆ Over 12,000 bus boardings in 2015
- ◆ Over 10,000 bus rides in 2015
- ◆ Participation in Division happenings such as Bus Operator “Rap Sessions”
- ◆ Focus on Quality of Life issues/Fare Evasion and Crimes Against Persons/Property
- ◆ Highly visible deterrent for Fare Evasion and disorder on-board buses
- ◆ Law Enforcement Service Request handling and relationship with Divisions



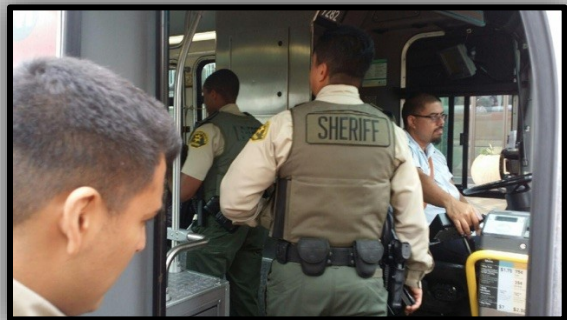
TRANSIT POLICING DIVISION

SPECIALTY TEAMS

TPD Crime Impact Teams

Crime Impact Teams (CIT 1 and CIT 2) are comprised of team deputies and a sergeant for each team. Team members address Metro related *Quality of Life* and crime occurrences on the System. With a focus on trends and noteworthy crimes wherever they occur, CIT Teams are designed with agility in mind. Through staggered deployment and a divided geographic workload, the teams both decentralize and combine forces where circumstances warrant. The CIT Teams devote whatever time and resources are required to accomplish the objective. With strict team member selection and a nimble response inherent, investigations which warrant CIT involvement don't stall and are competently investigated. 2015 *Quick Facts* include:

- ◆ 15 Suspects Arrests for Assaults on Metro Operators
- ◆ 5 Suspects Arrested for Murder
- ◆ 25 Suspects Arrested for Attempted Murder
- ◆ 75 Suspects Arrested for 225 Strong Armed Robberies
- ◆ Search Warrant Services
- ◆ Surveillance Operations
- ◆ "Bait Bike Operations" (addressing bicycle theft), with *dozens* of arrests for grand theft
- ◆ Graffiti/Vandalism and Tagger Crew/Gang Investigations and Arrests



Threat Interdiction Unit

The Threat Interdiction Unit (TIU), comprised of dozens of deputies and several team sergeants, are each trained in highly specialized Counterterrorism prevention, intervention and suppression strategies. TIU was specifically created and expanded with the Metro mission in mind. Through years of investment in transit specific training and equipment, TIU has built a team of functionally capable and internationally recognized Counterterrorism experts. TIU increasingly serves as a key role in Transit System Security and the Department's overall response readiness. *Quick Facts* associated with TIU include:

- ◆ Over 2 million passengers screened and nearly 600,000 fares checked
- ◆ Recognized as a *National Standard* for Transit Counterterrorism Teams
- ◆ Internationally recognized by European Nations and Israel
- ◆ TIU's cadre boast a friendly, but formidable 24/7 terrorism and crime prevention presence and response at Union Station
- ◆ Capable of virtually instantaneous deploy anywhere on the System, with specialized Counterterrorism equipment and specially trained personnel



TRANSIT POLICING DIVISION

SPECIALTY TEAMS

Transit Mental Evaluation Team (TMET)

The Transit Mental Evaluation Team (TMET, formerly known as the Crisis Response Unit) will continue to provide and refine mental evaluation and homeless outreach services to those in need, throughout the vast Metro System.

On call 24/7, TMET affords not only evaluation, but transportation support, social service linkages and specialized expertise and assistance for literally hundreds of TPD deputies in the field.



TPD Detective Bureau

The 2016/2017 Plan calls for perpetuation of TPD's highly effective and Metro dedicated Detective Bureau (comprised of Detectives, Court Liaison/Filing Deputies, Sergeants, "Access Services" investigators) and intends addition of a dedicated Detective Bureau Lieutenant. With Detective caseloads exclusive to Metro tied events and transit seasoned criminal investigators at the helm, TPD will continue to expertly handle, solve and clear both routine and specialty expertise investigations throughout the 2016/2017 Plan term.

Motorcycle Deputies

Motor Units will continue to be utilized as an additional Field resource, capable of response in a more efficient manner, in many settings.

In this and due to oft times dense vehicular traffic on freeways and surface streets, Motor Units are frequently able to respond to calls for service faster than units assigned to a patrol vehicle.

Motor Units will continue to be utilized during traffic collisions, traffic incidents, crowd control situations, bus bridges, emergent calls, civil unrest and other tactical situations, due to their mobility.

TPD Motors will remain deployed in Los Angeles' Central Business District, as well as a variety of North/South Command patrol areas, which span the County.

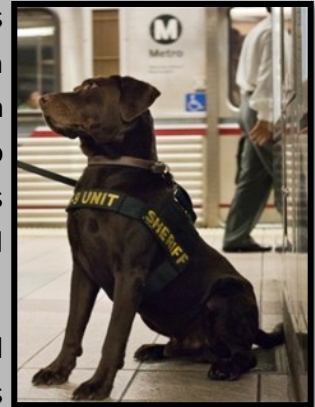
Motor Units will also continue to provide Grade Crossing Enforcement, Traffic Control and engage in Bus Boardings and Intelligence Led Policing Directed Patrol when/where needed.



TRANSIT POLICING DIVISION SPECIALTY TEAMS

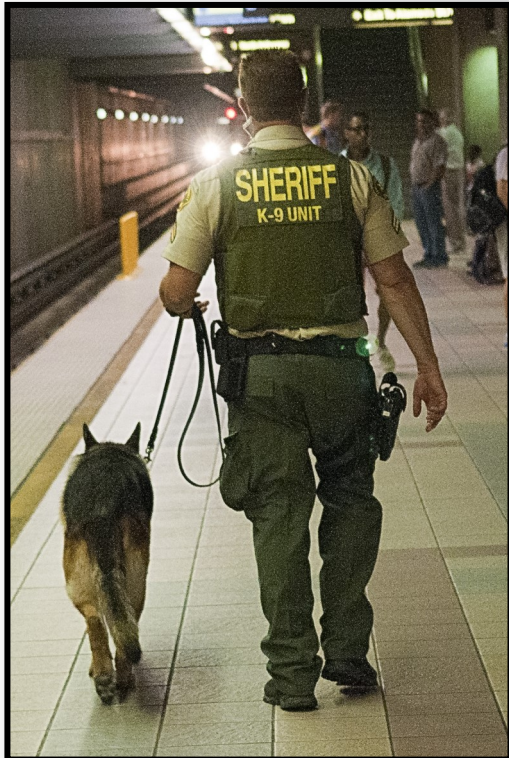
TPD Canine Teams

TPD K9 (Canine) Teams remain a highly visible, valuable and skilled explosives detection asset. The K9's unique ability to detect odors from substances used in explosive material, protects Metro patrons, employees and facilities from potential acts of terrorism, via explosives detection sweeps. K9's will continue to be utilized throughout Metro's vast network of trains, buses, and critical facilities on a daily basis. Revealing this critical need, in 2015 alone, they were deployed on over 600 suspicious or unattended packages.



The TPD Canine Team currently contracts with the Department of Homeland Security/TSA. The K9 Teams are comprised of multiple Explosives Detection Dogs and their Handlers, whose mission is accomplished by providing maximum visibility, while maintaining the highest level of explosive detection and tactical training available. Handlers and their K9's receive extensive training and annual certification through TSA and the National Explosives Detection Canine Training Program.

In the 2016/2017 Plan, K9's will work closely with both LASD's Arson/Explosives Detail and TSA, in order to stay current on terrorism trends, intelligence, explosives recognition and credible threats. The teams have



both tenure and diversity and were recently and notably requested to assist with major events such as the 2015 and 2016 Super Bowls and the 2014 San Diego Marathon. They have provided suspicious/unattended package training to numerous police agencies and have been used as a model throughout the United States for other police department K9 programs. They participate in awareness presentations at schools, community events, and job fairs throughout the County.



TRANSIT POLICING DIVISION

QUALITY ASSURANCE/QUALITY CONTROL

LASD possesses written and well defined rules and regulations which govern employee and Organizational conduct and set out how LASD and its personnel are to generally carry out law enforcement activities. Quality Assurance and Quality Control measures tied to both LASD and TPD also hold a host of processes, strategies, and checks to ensure the respective Missions are achieved.

Whether the Los Angeles County Sheriff's Department's Manual of Policy and Procedures, Field Operations Directives, Unit Orders, Sheriff's Bulletins, Field Training Manuals, Case Assignment Manual, Guidelines for Discipline, the Department's Policy of Equality, or other areas of written direction (such as with the Contract Law Handbook), LASD's Quality Assurance processes are decades in the making, are thoughtfully constructed and well defined.

These include LASD's *Training Bureau*, that ensures compliance with accreditation standards and state regulations pursuant to California Peace Officer Standards and Training (POST); the *Bureau of Labor Relations and Compliance*, that handles labor contract negotiations and employee Memorandums of Understanding (MOU's); *Contract Law Enforcement Bureau*, to ensure proper billing and compliance with contract service terms; or the *Audit and Accountability Bureau*, which conducts disciplined audits of the effectiveness of the Department's risk management, internal controls and governing processes in transparency and accountability.

Quality Assurance/Quality Control measures for Metro ensure relevant drills and transit linked *In-Service* training are conducted and that competency in core areas of the Mission are ensured (such as with rail and bus safety training). A comprehensive scheduling management system is used to ensure deployment requirements are met. Service Area Lieutenants are assigned and accountable to direct and coordinate field activities (such as with special fare enforcement and crime prevention operations) and that relationships are fostered with Division personnel and Metro Executive Management. Team Leaders, Field Supervisors, Watch Commanders, Station Captains and electronic performance monitoring systems (such as the Department's Personal Performance Index, or PPI) are in place to actively guard against negative performance, to rapidly address failings and thoughtfully implement corrective measures where appropriate.

TPD's Quality Control finds itself in *Risk Management Forums* (where LASD Executives must internally report and account for trends in crime, fiscal, personnel, injuries, collisions, force and other areas of their Commands), through *Intelligence Led Policing* data, *Metro Monthly Reports*, *Operator Assault Reports*, *Customer Satisfaction Surveys* and Metro, TPD and LASD executive tier oversight.

While some of LASD and TPD's measurement systems are tied to State and National crime reporting, or aspects of employee risk and human resources, others more overtly overlay on day to day Community Policing for Metro.

In point of fact, a great many transit specific reports are drawn from Metro sourcing and are leveraged by LASD and Metro jointly, to ensure policing services are optimized.



TRANSIT POLICING DIVISION

QUALITY ASSURANCE/QUALITY CONTROL

TPD captures, reports, analyses and utilizes a sea of sourcing for both Quality Assurance and Quality Control purposes and will continue to do so in the 2016/2017 Plan. These include:

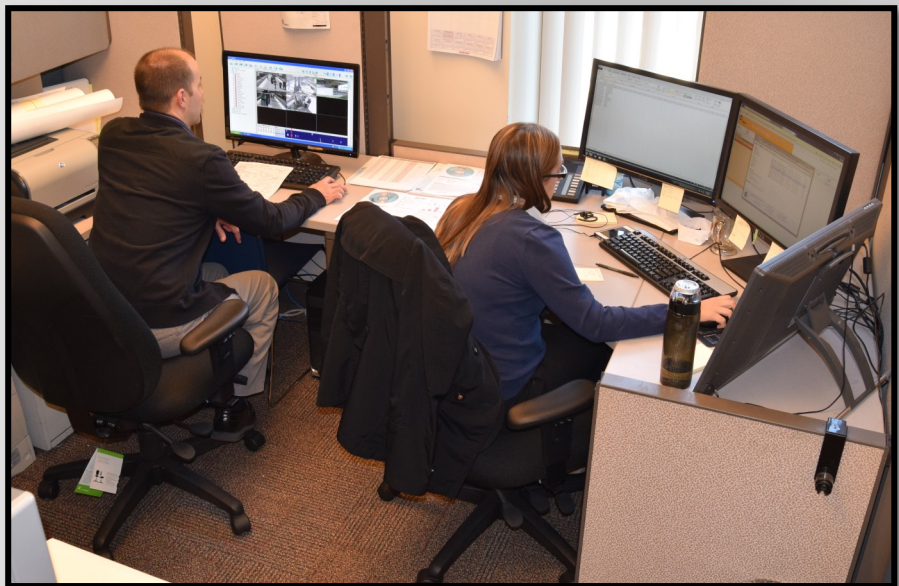
- ◆ Intelligence Led Policing Reports
- ◆ Monthly Bus Operator Assault Reports
- ◆ Daily Union Station Census Data
- ◆ Daily/By Shift Threat Interdiction Unit Reports
- ◆ Service Area Lieutenant Special Operation Reports
- ◆ Crime Impact Team Reports
- ◆ Bus Riding Team Reports
- ◆ Transit Mental Evaluation Team (formerly Crisis Response Unit) Reports
- ◆ Citation Reports (from both TPD and Metro)
- ◆ MPV Use/Non-Use Reports
- ◆ Bus and Rail Reports (on Ridership, Saturation, Fare Inspection and citations by both Line and System wide)
- ◆ Daily Police Reports (Bus related calls for service)
- ◆ Law Enforcement Service Requests (LESR's)
- ◆ Detective Bureau Ad Hoc Reports
- ◆ Crime Reporting for the Department of Justice, Federal Bureau of Investigation, other government entities and Metro (in areas such as *Part 1 Crimes*).
- ◆ LASD/Metro Ad Hoc Reports and Bulletins, which incorporate crime instances, crime trends, Metro and TPD areas of specific concern (whether robberies in cell phone theft, sexual battery, vehicle burglaries, vandalism, operator assault, arrests, etc.)
- ◆ Mobile Digital Data (which captures *Observations, Details and Calls for Service* for Metro assigned personnel)
- ◆ Crime Reports
- ◆ Detective Bureau Case Management Tracking Systems



TRANSIT POLICING DIVISION

QUALITY ASSURANCE/QUALITY CONTROL

- ◆ Computer Aided Dispatch Data
- ◆ Performance Log Reports
- ◆ Personal Performance Index (which tracks and flags at pre-determined thresholds, areas of LASD's Operation such as Complaints, Force, Commendations, Investigations, Lawsuits, and Collisions)
- ◆ E-Subpoena System
- ◆ Employee Performance Evaluation Tracking System
- ◆ Employee Rating System
- ◆ Overtime Expenditure Tracking System
- ◆ Concealed Weapons Tracking System
- ◆ Mileage Accounting and Reimbursement System
- ◆ Employee Information System
- ◆ Learning Management System
- ◆ Reserve Forces Bureau Tracking System
- ◆ Scheduling Management System
- ◆ Inmate Movement Management System
- ◆ Property, Evidence, Laboratory Information Management System
- ◆ Crime Statistics and Analysis/ Crime Maps/Jurisdiction Data (Part1 Part 2 Crime Data)
- ◆ Los Angeles Regional Crime Information System (LARCIS)
- ◆ Command Accountability Reports



TRANSIT POLICING DIVISION

EMERGENCY PREPAREDNESS/TERRORISM PREVENTION

LASD's Transit Policing Division (TPD) has over 700 Sworn and Professional staff exclusively dedicated to the Metro Contract, in order to fulfill Metro's daily policing needs. TPD assets are diverse and include patrol, specialty teams and a complement of administrative and managerial support. As such, TPD is not reliant upon overtime as a primary means of fulfilling contract terms, or responding to emergency situations. Rather, TPD's Division is comprised of trained and dedicated personnel already in place. This, to ensure that Metro's Police Services Agreement is fulfilled and that sufficient core assets exist, in the event of a natural disaster, or other significant System tied happening. TPD's 2016/2017 Community Policing Plan holds that Transit specific expertise and staffing sufficiency are two key pillars of success in Transit Policing and Emergency Preparedness/Terrorism Prevention for Metro.

In instances of natural disaster, specific threat of a terrorist attack to Transit, or an actual terrorist event, TPD can bolster staffing through a great many pre-identified methods. For example, with the advent of a newly created Division, TPD can now immediately and autonomously leverage the depths of patrol and specialty service personnel, Division wide, to address a given situation of significance. TPD can require shift hold overs, repurpose Special Teams to supplement event handling and/or backfill critical line positions. TPD can repurpose administrative posts, can cause personnel placed on a 12/12 schedule, can modify regular days off and vacations, can request assistance from other Sheriff Stations, can do so Countywide and depending on the severity of the event, can potentially devote up to half of LASD's entire field force to event handling and restoration of transit normalcy. TPD can request support (in equipment, event management and logistics) from entities such as LASD's Special Enforcement Bureau, Arson/Explosives and Emergency Operations Bureau. TPD can request activation of the Department and County's Emergency Operations Centers (EOC), can leverage *Incident Management Teams* and can access Mutual Aid of local, State and Federal law enforcement partners, if somehow an event stretched the extraordinary capabilities of the Sheriff's Department.

LASD's ability to mount forces and sustain efforts, also finds itself in a host of ancillary services, only realized during such events. Whether a huge inmate transportation fleet, custody staffed Mobile Booking Teams, or decentralized Sheriff's Stations throughout the County (that have a variety of emergency service redundancies and can operate as independent Emergency Operations Centers), LASD is decades accomplished in both handling large scale emergencies and capacity for drawing down upon vast resources if/where needed. TPD's 2016/2017 Plan relies upon and will leverage such Division and Department Services and Support for response to large scale happenings affecting the System.



TRANSIT POLICING DIVISION

EMERGENCY PREPAREDNESS/TERRORISM PREVENTION

In the 2016/2017 Plan, TPD's Threat Interdiction Unit (TIU) will continue to play an increasing role of importance in Counterterrorism and Emergency Response Preparedness. "As briefly explained on page 35, through years of investment in transit specific training and specialized equipment, TPD and TIU have built a team of functionally capable and internationally recognized Counterterrorism experts." Accordingly, TIU serves a critical role in System Security and the Department's overall response readiness.

TIU has developed a strategy that is Threat Interdiction/Counterterrorism specific and in the case of heightened threat or attack, holds scale-able and variant tactical measures which include Mobile Search and Screening Teams, Train/Bus Sweeps orchestrated in concert with Explosives Detection K9 Teams, Direct Maneuver and Reconnaissance, Plain Clothes Interdiction and Force Protection for Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) or Active Shooter events. In the 2016/2017 framework, TIU will also continue to conduct routine police work (involving arrests, citations, fare enforcement, public assistance, etc.), while maintaining this terrorism specific vigilance, readiness and response capacity.



TIU and TPD Explosives Detection K9's and handlers will continue to be augmented by Special Weapons and Tactical Teams, Arson/Bomb Squad personnel, Hazardous Materials specialists and Helicopter and Air Support, where appropriate. In this and to best counter threats and/or response to any terrorism instance, TPD can also invoke the resources of a unique Transit Counterterrorism Task Force (that combines disciplines of four distinct specialist entities), to holistically respond any event threatening the System.

The 2016/2017 Plan continues the use of trained explosives detection canines and handler teams for both the Metro Transit System and Metrolink Commuter Rail Systems. Teams will continue to deploy to unattended and/or potentially suspicious package instances, anywhere on the System and in support of both patron/employee safety and Metro's "on time service" needs.



TPD, TIU and K9 Teams possess an exhaustive list of training, certifications and equipment to support specialized efforts in preparing for, deterring and preventing terrorism on the System.

In 2016/2017, TPD will also continue to work with Metro in public outreach services aimed at crime and terrorism prevention. These include electronic/social media outlets such as LASD's own web site, Twitter, Facebook, Nixle, Alert LA, Metro's Transit Watch Application and others. TPD's Public Information Officer and Sheriff's Information Bureau will continue to work in concert with Metro Media and Metro / LASD's Executive Management Team, in instances where public dissemination of information is needed.

TRANSIT POLICING DIVISION

EMERGENCY PREPAREDNESS/TERRORISM PREVENTION

The 2016/2017 Plan will perpetuate Visibility and Public Awareness as a crime and terrorism prevention strategy. It will employ Community Policing Partnerships; Intelligence/Information share via Law Enforcement and Non Law Enforcement channels; Partnerships with (local, State, Federal and International) law enforcement and Transit peers; Partnerships with Metro; asset sufficiency; redundancy; Organizational and Countywide resource support; Metro culture and need inculcation, development and retention of transit law enforcement experts; transit specific training; criminal intelligence gathering; emergency event planning; and a sea of other significant event preparedness mechanisms.

Transit Policing Division Personnel possess a variety of Transit relevant training and certifications. The 2016/2017 Plan will perpetuate Transit specific training/certification of value, such as that listed below:

Transit Policing Division Canine Teams

- ◆ Explosives Detection Canine Handler Course and Annual Re-Certification
- ◆ Law Enforcement Protective Measures for CBRNE Incidents
- ◆ Law Enforcement Response Actions for CBRNE Incidents
- ◆ Initial Law Enforcement Response to Suicide Bomb Attacks
- ◆ Incident Response to Terrorist Bombings
- ◆ Canine Hands on Training for CBRNE Incidents
- ◆ Prevention of and Response to Suicide Bombing Incidents
- ◆ WMD Radiological /Nuclear Course for Hazardous Material Technicians

Threat Interdiction Unit

- ◆ Incident Command System (ICS 300, 400, 700)
- ◆ Emergency Response to Hazardous Materials
- ◆ Hazardous Materials Technician
- ◆ Instructor Training Course Prevention and Response to Suicide Bombers
- ◆ Incident Response to Terrorist Bombings
- ◆ Radiological/Nuclear Response Training
- ◆ Tactical Haz-Mat Operations in Surface Transportation

Transit Mental Evaluation Team (TMET)

- ◆ Advanced Psychology For Cops
- ◆ Crisis Intervention
- ◆ Los Angeles Crisis Negotiation Team's Basic Course
- ◆ Peer Support Training program

TRANSIT POLICING DIVISION CONCLUSION

In conclusion, the 2016/2017 Plan both heralds and encapsulates a design for and expectation of excellence in Transit Community Policing. The Plan's framework more clearly defines TPD's Mission for Metro and affords a more distinct roadmap as to how the Mission will prove best achieved. Importantly, the plan focuses on and willfully intentions partnership in its great many forms. This, in recognition such partnerships are at the very heart of that which is effective Community (indeed Transit Community) Policing with and for Metro and the diverse communities the Metro Transit System serves.

