

Special Operations, Safety, and
Customer Experience Committee
Thursday, October 7, 2021

Nicole Englund
Chief of Staff

Judy Gerhardt
Chief, SSLE



Today's Presentation

Staff will provide a status update on three items today:

1. What we have heard in our listening sessions with PSAC about a new model of public safety and the need for a layered approach
2. How Metro embraces key themes and guiding questions to inform our near-term decisions making
3. An outline of a near-term path forward

A New Model of Public Safety

In partnership with PSAC, Metro is taking a holistic approach to public safety that promotes safety, compassion and respect for our riders and employees.

Key Themes

- Building better support for vulnerable riders
- Leading with compassion
- Respecting diversity
- Recognizing context
- Community-centered approach
- Reducing the risk of biased outcomes
- Increased transparency and accountability

Guiding Key Questions

Based on the work of the Center for Policing Equity, staff will apply key questions to guide and focus internal decisions to support advancing a reimagined transit public safety program.

1. What services could replace law enforcement to reduce their footprint on riders?
2. How can we reduce law enforcement's footprint on over policed riders?
3. What riders and/or employees need more resources and what mechanisms can deliver them?
4. How can we measure our response to change?
5. How can we respond to rider violence with a lighter law enforcement footprint?

Near-Term Actions

- Creating lasting change takes time.
- More time is needed for PSAC to develop a holistic approach to public safety.
- PSAC's recommendations for long-term change won't be complete until early 2022 which impacts our existing contracts.
- As a result, staff's near-term action is to recommend the board extend the public safety contracts with amendments so there isn't a disruption in service and give PSAC the necessary time to complete their process.

Near-Term Actions – Infrastructure Protection Service (IPS)

While we collaborate with PSAC on long-term solutions, staff is pursuing near-term actions through amendments to our existing Infrastructure Protection Services and Law Enforcement contracts and changes to the approach to work for Transit Security Officers.

Staff recommended IPS modifications:

- Security contractors shall be required to exclude security guards that a law enforcement agency has previously terminated from working on the Metro contract
- Expanded background checks to include psychological testing
- Enhanced training to include Implicit Bias, Response to Persons with Mental and Development Disabilities, How to Interact with those Who Suffer from Homelessness, and Customer Service

Near-Term Actions – Infrastructure Protection Service (IPS)

- New uniforms to promote a more approachable, less militaristic appearance and assist the visually impaired for easier identification
- Utilization of technology to provide for instant incident reporting and video recording
- Consistency with the principles of Campaign Zero “Eight Can’t Wait”
- Use of early warning software system that flags multiple complaints and/or use of force incidents
- Ensure adequate diversity of language capabilities by our IPS contractor

Ensuring Alignment – Infrastructure Protection Services Recommendations

How do the staff proposed IPS contract amendments support the key themes?

- **Building better support for vulnerable riders:** *Training and language diversity*
- **Leading with compassion:** *Background checks, uniforms, and training*
- **Respecting Diversity:** *Training and language diversity*
- **Recognizing context:** *Background checks, uniforms, eight can't wait, and early warning software*
- **Community-centered approach:** *Training and language diversity*
- **Reducing the risk of biased outcomes:** *Training, language diversity, officer video recording,*
- **Increased transparency and accountability:** *Officer video recording, early warning software, and public facing community defined KPI dashboard*

Near-Term Actions – Law Enforcement (LE)

Staff recommended potential law enforcement modifications:

- Increase transparency and accountability with rigorous data collection and analysis shared via a public facing dashboard
 - Statistical data about crime and the outcomes of police actions on our communities
- Redefining what services LE partners proactively perform
- Utilization of technology to provide for instant incident reporting and video recording
- Consistency with the principles of Campaign Zero “Eight Can’t Wait”

Near-Term Actions – Law Enforcement

Reduce law enforcement responsibilities by:

- Removing fare and code of conduct enforcement from LE scope of work
- Creation of an ambassador program to respond to customer concerns where there is not an immediate threat of violence
- Increase crisis response services using mental health clinicians
- Using community-based organizations to respond to the unhoused
 - The CEO's reorganization moved the homeless outreach unit to the OCEO in support of a non-law enforcement approach to the unhoused

Ensuring Alignment – Law Enforcement Recommendations

How do the staff proposed LE contract amendments support the key themes?

- **Building better support for vulnerable riders:** *ambassador program, mental health clinicians, Eight Can't Wait*
- **Leading with compassion:** *Ambassador program, elimination of fare and code of conduct enforcement, mental health clinicians*
- **Respecting diversity:** *Ambassador program and mental health clinicians*
- **Recognizing context:** *Elimination of fare and code of conduct enforcement, mental health clinicians, Eight Can't Wait*
- **Community-Centered approach:** *Proactive enforcement changes, elimination of fare and code of conduct enforcement, ambassador program, mental health clinicians, Eight Can't Wait*
- **Reducing the risk of biased outcomes:** *Proactive enforcement changes, elimination of fare and code of conduct enforcement, ambassador program, mental health clinicians, officer video recording*
- **Increased transparency and accountability:** *Improved data collection and analysis, officer video recording*

Near-Term Actions – Metro Transit Security Officers

Staff recommended potential Transit Security Officer modifications:

- Consistency with the principles of Campaign Zero “Eight Can’t Wait”
- Increase transparency and accountability with rigorous data collection and analysis shared via a public facing dashboard
- Implementation of a Quality Service Audit program where supervisors call internal or external partners for feedback on officers’ performance

Near-Term Actions – Metro Transit Security Officers

- Early warning tracking system providing threshold-based alerts regarding use of force, investigations, case management and enhanced reporting capabilities
- Utilization of technology to provide for instant incident reporting and video recording
- Expanded training to include verbal de-escalation, customer service, implicit bias, and rail safety

Ensuring Alignment – Metro Transit Security Officers Recommendations

How do the staff proposed amendments for Transit Security Officers support our key themes?

- **Building better support for vulnerable riders:** *Training*
- **Leading with compassion:** *Training*
- **Respecting diversity:** *Early warning tracking system, training*
- **Recognizing Context:** *Eight can't wait*
- **Community-Centered Approach:** *Eight can't wait, quality service audit, early warning tracking system, training*
- **Reducing the risk of biased outcomes:** *Training, quality service audit, utilization of technology to provide for instant incident reporting and video recording.*
- **Increased transparency and accountability:** *Improved data collection and analysis, quality service audit, utilization of technology to provide for instant incident reporting and video recording.*

Upcoming Committee/Board Actions

November/December 2021

- Seek Board adoption of final PSAC mission and values statements as recommended by staff and PSAC
- Request to extend the Infrastructure Protection Services (IPS) contract for 6 months with a 6-month option to allow for a new procurement to be completed at an additional cost of \$38 million.
- Amend the Multi-Agency Law Enforcement (LE) contract value by an additional \$75 million for the remainder of the contract term through June 2022 and extend Multi-Agency Law Enforcement contract for up to an additional 6 months with a 6-month option to allow for a new procurement to be completed
- Seek budget authorization for Multi-Agency Law Enforcement contract extension during the FY23 budget process