



## Board Report

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**REVISED**  
**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE**  
**JANUARY 18, 2024**

**SUBJECT: TRANSIT COMMUNITY PUBLIC SAFETY DEPARTMENT - IMPLEMENTATION PLAN PROGRESS REPORT**

**ACTION: RECEIVE AND FILE**

### **RECOMMENDATION**

RECEIVE AND FILE an update on the Implementation Plan for the establishment of a Transit Community Public Safety Department (TCPSPD).

### **ISSUE**

At its June 2023 meeting, the Board approved Motion #21.1 by Directors Najarian, Sandoval, Butts, Barger, and Bass, directing the Chief Executive Officer (CEO) to prepare a comprehensive implementation plan for Board consideration to bring public safety services in-house (Attachment A). The Implementation Plan (Plan) is intended to reflect Metro's need for specialized training and engaged visible presence, which is currently centered on a robust multi-layered deployment approach that relies on transit security officers, ambassadors, contract security, homeless outreach, mental health outreach, and law enforcement. This report provides a status update on the development of the Plan as directed in the Motion.

### **BACKGROUND**

Metro is committed to safeguarding the transit community by taking a holistic, equitable, and welcoming approach to public safety. Consistent with Metro's Public Safety Mission and Values Statements (Attachment B), approved by the Board at its meeting in December 2021, Metro recognizes that every customer is entitled to a safe, dignified, and human experience. As a result, the Board adopted at its March 2023 meeting a Bias-Free Policing Policy and a Public Safety Analytics Policy - both of which are the first of their kind in the transit industry.

In April 2022, staff initiated a competitive procurement process for law enforcement services. Proposals were received in October 2022 and were reviewed in accordance with the terms of the solicitation, which sought to incorporate the lens of Metro's Public Safety Mission and Values Statements. However, two of the four proposing agencies took material exceptions to the scope of work and Metro's contract terms and conditions. As a result, the Board opted to cancel the

solicitation, extend modified versions of the existing law enforcement contracts, and explore the feasibility of creating an in-house Metro Transit Community Policing Public Safety Department (Department) with the objective of furthering Metro's reimagined public safety plan and upholding the agency's Public Safety Mission and Values Statements.

Eight out of the largest transit systems in the United States have their own in-house transit police department. Transit policing is a specialized field that focuses on the safety and security of public transportation systems. Like campus or airport police, transit police are tasked with addressing the unique challenges and security needs associated with transit environments, which include subway, rail systems, buses, and trains. These officers are trained to handle situations that are typical for the transit environment, such as fare evasion, disorderly conduct in confined spaces, and the dynamics of high-volume passenger traffic. Transit police often work in close cooperation with other law enforcement agencies to ensure the safety of travelers and the general public. In comparison to "traditional" policing, which covers a broad range of law enforcement duties in general urban or rural areas, transit policing is a more focused practice that requires officers to have specific knowledge and skills related to the transit system they protect. This specialization allows them to be more effective in their roles and to provide a service that complements the work of other police departments. The overwhelming majority of officers spend only a small fraction of their time responding to violent crime. More common are crimes against property and crimes against society. At its June 2023 meeting, the Board directed the CEO to prepare a comprehensive implementation plan for Board consideration to bring public safety services in-house and provide an interim status report.

## **DISCUSSION**

Metro has engaged a team of consultants with expertise in public safety, law enforcement services, and deployment in transit settings to support the development of the Plan. To lay a solid foundation for the Plan, Metro began by conducting extensive research into best practices in transit community policing. The Consultants engaged in 35 interviews with Metro leadership and external stakeholders, including current law enforcement partners. The Consultants reviewed historical practices and completed a comparative analysis of surrounding law enforcement agencies and transportation agencies across the United States and internationally.

The emerging themes from the research and interviews emphasized the need for an Implementation Plan that focuses on integrating principles and practices of social work and mental health skills into the new department to enhance community engagement, improve relationships, and address underlying social issues. Additionally, concentrating on a strong transition, human capital and development, operations and deployment strategies that reflect a transit public safety culture, and prioritizing planning for the long-term needs of the Department will be critical. Some of the long-term needs may include future growth within LA Metro with additional rail stations, added bus routes, global special events such as the World Cup, Olympics, and other large events. The following summarizes the status and key findings to date.

### ***Developing an Operating Framework for the TCPSD***

Bringing public safety services in-house will ensure that Metro's policing service is more culturally

aligned with Metro's Safety Mission and Values. The TCPSD would create an immediate line of responsibility within Metro, this would ensure more transparency and an improved level of accountability. The Plan will include a proposed outline for a Strategic Plan, which will be a roadmap to articulating the objectives of establishing the Department and the mechanisms for achieving success. In addition to the inclusion of the Board approved Public Safety Mission and Values Statements, which serve as the foundation for the Strategic Plan, it will serve as a framework for action that supports the priorities of Metro, while also providing the flexibility to respond to emerging issues. It identifies the core areas where Transit Police needs to succeed in order to deliver on its public safety mandate and ensure a safe environment for all transit users, including both customers and employees. The Strategic Planning process will also identify key issues that Transit Police would need to prepare for, including the expansion of service.

The Consultants have identified a best practice for the TCPSD strategic planning process to prepare for the future based on the current landscape and community input. As such, the Strategic Plan could cover the following areas and objectives, with the expectation that it would be finalized only once the executive leadership of the Department is selected and the public participation process for the Strategic Plan concludes, to ensure buy-in:

- Modern Transit Community Policing Culture
  - Desired Results centering skills, diversity, leadership, pride, and retention in support of the transit community;
  - Demonstrate a continued commitment to hire, support, and retain a diverse workforce to reflect Los Angeles County's demographics; and
  - Continue to anticipate and meet changing public safety expectations through mandatory trauma-informed training.
- Engaged Community Partners
  - Desired Results centering on care, effectiveness, safe communities, and perceptions;
  - Strengthen support for vulnerable people;
  - Increase real and perceived safety for all transit users; and
  - Communicate and exchange with stakeholders to improve services. As the breadth of people and places served by the transit system expands, we will seek the expertise of our enterprise and community partners to ensure transit users can access the services they need when they need them.
- Relationship Model for Transit Community Police Officers
  - Desired Results centering on prevention, resolution, and trust;
  - Leverage Technology as a Force Multiplier; and
  - Planning for Future Transit Growth, including its impact on deployment. The transit system's expansive geography uniquely enables TCPSD to build strong relationships with all cross regional law enforcement agencies.

TCPSD is different from the existing multi-agency law enforcement operational model in several ways. At the core of Metro's proposed TCPSD is the commitment to fostering an environment of safety, trust, and community well-being. Metro will implement an integrated approach to transit safety that builds on various safety components from Metro's safety framework. In-house dedicated transit

community law enforcement officers provide:

- Engaged Visibility - Primarily riding buses and trains - foot patrols (vs in patrol vehicles or fixed post on platforms); Assisting, guiding, and supporting Metro riders and employees by being consistently present, reliable, and accessible in both emergency and non-emergency situations while also promoting a sense of trust by establishing positive relationships with riders.
- Zone Deployment Model - A deployment model with dedicated zone/geographical areas will be assigned for patrols where officers will respond to their assigned locations daily. This will offer an opportunity for TCPS officers to engage with frontline employees and riders on a frequent basis to build relationships and provide the officers with an opportunity to develop a sense of familiarity with the riding public and employees. It also helps address the concern of Board members, employees, and riders about coverage and removes the current vulnerability of law enforcement redeployed to address incidents outside of the Metro system.
- Training with a Transit Purpose - Beyond being familiar with infrastructure locations and Peace Officer Standards and Training (POST) certified, Metro TCPS officers will be knowledgeable of equipment, limitations, & operational procedures.

All officers will be trained to embrace Metro's care-focused approach to public safety and be specially trained to handle a wide range of situations that are germane to the transit environment. Training sessions will include mental health professionals to enhance officers' understanding of mental health issues and de-escalation techniques. Additionally, Metro will collaborate with social work educators to develop joint training programs that address both law enforcement and social work perspectives. Officers will be trained to recognize signs of trauma and respond in a supportive and empathetic manner and to integrate trauma-informed approaches into police practices, recognizing and addressing the impact of trauma on individuals in the community. Metro will also develop cultural competency training programs to enhance officers' understanding of diverse populations. By incorporating social work principles and mental health awareness into policing, the new department can work towards building trust, fostering collaboration, and addressing the root causes of crime and social issues within their communities.

The TCPD will emphasize relationship-based policing which means riders and employees will see more consistent foot patrols systemwide. The various benefits of foot patrols are enhanced community engagement, increased visibility, a better understanding of transit dynamics, proactive problem-solving and building stronger trust, and improved transit experience. The transit system's expansive geography uniquely enables Transit police to build strong relationships and be embedded in planning for transit growth. It also provides an opportunity to implement procedural justice principles to ensure fair and transparent interactions between officers and the transit community. Riders will be more likely to accept and comply with decisions when they believe the process leading to those decisions is fair, respectful, and unbiased.

The TCPD will shape its priorities, policies, and practices in collaboration with the transit riding community and Metro front-line employees:

- Metro may also consider establishing a civilian's oversight committee to provide an independent avenue for complaints, consistent with the public safety mission and values. Metro will be able to hold officers accountable for performing in accordance with Metro policies and have the authority to conduct disciplinary action, such as removing officers from working the system, if necessary. An oversight committee could serve as a valuable mechanism for promoting accountability, transparency, and trust between the TCPSD and the communities it serves. By involving transit riders in the oversight process, the committee could contribute to the ongoing efforts to improve transit public safety practices and enhance customer experience.
- The TCPSD will have an internal affairs department to investigate incidents of misconduct and serious offenses. If an officer is suspected of criminal conduct, a dual, but separate, administrative investigation and criminal investigation would need to occur.

The TCPSD will operate as part of the Metro ecosystem, providing a streamlined layered approach to safety and security. An in-house department can move more quickly in alignment with other internal safety departments, such as Security and Transit Ambassadors to strategize, adapt, and implement new safety measures in real-time, ensuring a more effective response to emerging challenges on the system. This approach is distinctly unique from Metro's current multi-agency format, with three - and soon to be four - contracted law enforcement agencies with their own values, methods, and styles.

Staff propose a three-phase approach to execution:

- 1) Phase 1 would focus on Establishing the Strategic Plan and Transition Team, which would occur upon future Board-approval of the Implementation Plan, and include the initiation of recruitment efforts for Public Safety and Security Chief (Chief of Police).
- 2) Phase 2 would focus on Resource Planning, and include a robust human resources strategy, the initiation of hiring key personnel, and the development of policies and training curriculum.
- 3) Phase 3 would focus on the Establishment of the Department, which would include the development of a Transition Plan, operations and deployment protocols, as well as the establishment of mutual aid agreements and the potential formation of a civilian oversight committee, as part of a broader ongoing community engagement strategy.

The following summarizes progress related to key areas.

### ***Implementation Project Management Team***

A well-coordinated and intentional transition strategy is necessary to facilitate a smooth changeover of responsibilities, duties, and tasks from contracted law enforcement resources to the new Department. Of note, all current contract law enforcement partners have agreed to cooperate with a transition if the Board decides to bring law enforcement services in-house. A dedicated Implementation Project Management Team should be assigned to oversee this effort, and ensure that tasks are completed, processes are documented, and operational needs are met. This team should consist of project management facilitators with law enforcement and security expertise, as well as social services experts and change management experts to help lead the tasks, implement new processes, and support overall transition management. The Implementation Plan will include

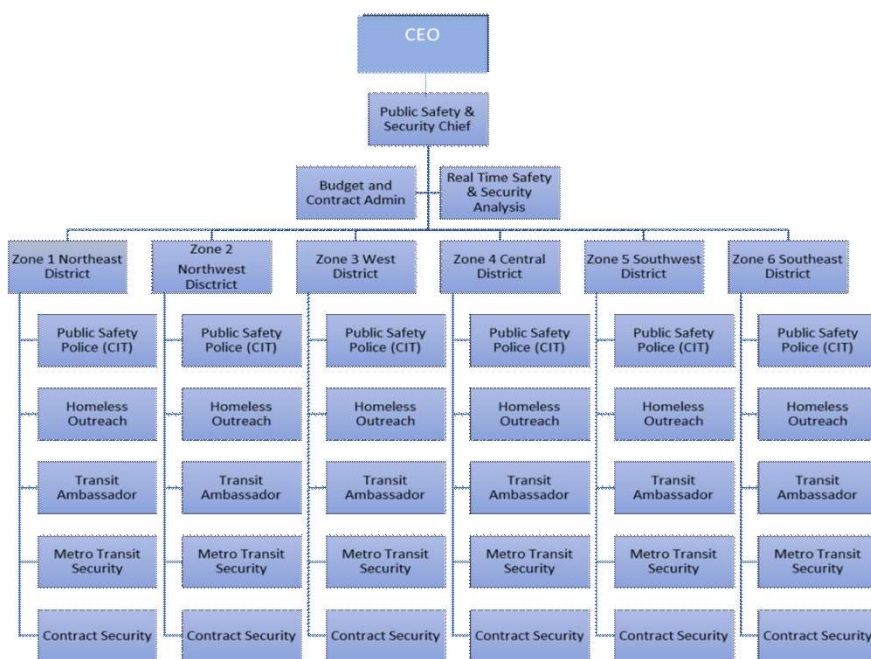
recommendations regarding the proposed composition of an Implementation Project Management Team.

**Functional Organizational Chart**

The TCPSD operational framework is being designed to encompass a multifaceted approach anchored in proactive community engagement, prevention, risk mitigation, and robust response mechanisms. Central to this framework is establishing a clear organizational structure, ensuring that the TCPSD operates efficiently and transparently, developing a comprehensive strategic plan, and ensuring all efforts are in alignment with Metro’s safety objectives. The implementation plan will include a detailed operational framework.

The chart below reflects the functions that have been identified within the recommended TCPSD organizational structure. This is a depiction of the functional relationships between the Metro ecosystem to include a coordinated approach for staff that will be deployed to dedicated zones based on the six geographical areas within Metro.

Care-based strategies (ambassadors and homeless outreach) will have a matrix operational function reporting to the Public Safety and Security Chief who will directly report to the CEO.



Enhanced training for TCSP officers, coupled with the zone deployment strategy, helps to support the goal of creating close working relationships and collaboration with partners that can offer resources to persons in need of mental health and medical treatment, housing placement, substance abuse assistance, and other social services.

- As TCSPD officers conduct patrols in their designated zones, they will engage with customers and identify persons who may need assistance. Officers will visually assess whether a person may be unhoused or be experiencing a mental health crisis, substance abuse, or other emergent needs. TCSPD officers will engage with these individuals to identify the appropriate resources needed for referral and further assistance.
- TCSPD will patrol their zones with the goal of ensuring that no person in need of care is bypassed or ignored, and the care-based strategy for METRO will be shared with all.
- To ensure that the effectiveness of the zone deployment model is maximized, officers will attend morning briefings to collaborate with ecosystem members, discussing hot spots, emerging trends, and other key issues.
- Deployments will be made with intentional plans to address transit community needs. Officers will have focused and detailed deployment strategies while working to prevent future incidents.
- At the end of their shifts, they will participate in debriefs and pass along shift notes to oncoming personnel to ensure the proper and effective transfer of information is shared. It is important to note TCSPD officers will be empowered to take ownership of their assigned zones and actively engage through a focused, care-based approach.

### ***Recruitment and Hiring Strategy***

Ensuring a seamless transition to the proposed TCPSD requires strategic hiring. Critical to this effort is Metro's Talent Management Department. Together with consultants specializing in law enforcement and care-based recruitment, a dedicated Talent Management team will be formed with the immediate focus on recruitment, hiring, and onboarding for the new Department. The Implementation Plan will provide details on the human resource needs, outlining the anticipated personnel requirements and associated hiring timelines. Metro anticipates that the positions in the new department will be represented by labor unions.

The initial recruitment phase will target executive and support roles, ensuring that the job descriptions encapsulate Metro's customer-centric safety vision. The pivotal first hire will be the Chief, who must be POST-certified. This leadership position will set the stage for subsequent efforts to recruit officers. Metro intends to use a recruiter who specializes in Public Safety leadership positions.

Engaging Metro's customers and employees in the recruitment of a new Chief is vital to ensure the selection resonates with the transit community's expectations. The recruitment process will be widely publicized across multiple channels, ensuring broad awareness and participation. This would include various communication platforms such as local media, social media, and community meetings, focusing on transparency and inclusiveness. Recognizing that some community groups are often underrepresented, targeted outreach efforts will be included to ensure all voices are heard. These groups may include people of color, non-English speakers, and riders of all economic levels. Metro will host an event such as "Meet the Candidates" that will help foster direct interactions between the transit community and candidates. The CEO will incorporate this feedback into the final hiring decision.

Metro will use a strategic and focused campaign to identify TCPS officers who are specifically interested in working in a transit environment. These recruits will understand that Metro is a

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specialized public safety environment and, given the appropriate incentives, will want to be a part of the TCPD. Future candidates sought will be selected based on their desire to perform policing duties that are rooted in a care-based approach to helping Metro stakeholders stay safe.

Metro is aware that the law enforcement profession is in a recruitment crisis, which has resulted in law enforcement agencies competing to attract, recruit, and retain personnel from the same small pool of potential police candidates. This may not be a barrier to Metro's ability to stand up its own TCPD. During the research on transit recruiting, agencies nationwide have not reported challenges with finding recruits. The NY MTA, for example, recently had over 11,000 transit police applicants and has hired over 300 new officers over the past two calendar years. During the past three years, NY MTA has recruited and hired over 500 new officers. Furthermore, even mid-sized transit agencies such as Houston Metro and Greater Cleveland are at full staff.

Each job role will be developed to reflect Metro's community-oriented law enforcement philosophy, setting clear qualifications and expectations related to these positions. The onboarding of new hires will be thorough, with processes ranging from comprehensive background checks and written exams to physical standards testing and psychological and medical exams. In addition, a field officer training program will be developed to facilitate alignment with Metro's Public Safety Mission and Values Statements and ensure compliance with public safety certification requirements.

A field officer training program must also be developed to facilitate operational alignment with Metro's Public Safety Mission and Vision and ensure compliance with public safety certification requirements. Administrative processes for processing a large number of applications should be established. In addition, the Implementation Plan should set specific hiring goals and training protocols, which could be measured on a quarterly basis. Staff will collaborate with training academies and educational institutions to develop courses and training modules specific to transit policing, ensuring a pipeline of well-trained recruits. Adaptive testing and selection processes will not only evaluate the candidate's current capabilities, but also their potential to adapt and grow within the role, including scenario-based assessments and interviews. These strategies will be adapted to the local context and specific needs of the Metro system. The goal is to build a TCPD that is capable of dealing effectively with the spectrum of situations that occur within the public transportation system while maintaining high levels of public trust and safety.

The Implementation Plan will also include job descriptions for the first group of hires, which is described above. The job descriptions will clearly articulate the community focused approach to law enforcement and articulate qualifications and expectations related to the positions. Regarding compensation levels, the team interviewed representatives from Metro's Human Capital and Development division in July and August 2023, and confirmed that the Division would be able to engage a compensation consultant team, upon approval of the Implementation Plan, which would provide recommendations on:

- Job Specifications
- Internal/External Marketing Resources
- Market Analysis for Compensation
- Salary Structure



- Labor Relations (Union engagement)
- Timeline for Recruitment Efforts

### **Zone Deployment Strategy**

The primary objective of transit police departments across the country is **engaged visibility** which allows officers to proactively engage and build relationships with the riding community, while still being able to respond to calls for service as needed. The purpose of engaged visibility is to foster trust, promote positive law enforcement relationships with Metro riders, and enhance the effectiveness of law enforcement efforts. By being present and involved on the system, officers can gain a better understanding of riders' concerns, build rapport, and establish open lines of communication. This can lead to collaboration, support, and effective crime prevention and problem-solving initiatives. Moreover, it allows officers to establish deep relationships with Metro's frontline employees and contractors. This promotes active collaboration to enhance their safety and provides them with additional support, information, or resources to strengthen the partnership between the police and employees. It might include collaborating on crime prevention initiatives, sharing information about potential threats, or involving frontline employees in community safety and policing efforts.

### **Deployment Components**

To achieve engaged visibility, the Team proposes a daily zone patrol deployment strategy that aligns with and compliments Metro's multi-layered ecosystem. Consisting of ambassadors, homeless outreach teams, transit security officers, contract security officers, mental health clinicians, and in-house law enforcement personnel to be deployed in directed patrol functions through participation using a human-centric and care-based function to address quality-of-life issues throughout the system proactively.

**Permanent Patrols:** A variety of data to include customer complaints, Transit Watch app reports, rider and employee surveys, ridership information, and other resources will be reviewed regularly to identify priority areas consistent with the Bias-Free Policing and Public Safety Analytics policies. Data will also be used to identify which bus and train lines are most populated based on daily commuters' peak usage times and large events, and highly-used lines for activities such as school, business, and airport travel. Customer survey data will also be used to drive deployments to where customers are requesting a more visible presence.

**Train Patrols and Bus Patrols:** Personnel will be deployed to ride trains, conduct foot patrols on platforms, greet customers, communicate with LA Metro staff, and ensure quality of life issues are addressed. These units will coordinate with officers and other members of Metro's multi-layered public safety ecosystem who are deployed to permanent patrol locations to address any issues that arise and assist as back up units when needed.

**Quick Response Teams:** Mobile response teams will serve as assistants and transport teams to take arrestees into custody where needed. They will also provide assistance to assist passengers and staff in emergency situations. These teams will ensure that there are no gaps in coverage and will supplement patrol efforts by being available to offer coverage when field units require additional support and provide relief for personnel needs.

A more detailed summary of proposed patrol operations, and a conceptual deployment map with specific recommended processes to operationalize deployment will be included in the Implementation

Plan.

### ***Utilization of Technology Best Practices***

In addition to creating more accountability over optimizing personnel in the most effective roles on the system, the establishment of the new Department will provide an opportunity to incorporate contemporary advances in public safety technology to deter and reduce crime on the system. Technology can play a crucial role in transitioning deployment from a reactive and response-based approach to one that is proactive and preventative. In public safety, emerging technologies can analyze data, determine trends, and issue alerts. The Team is vetting the following opportunities for consistency with Metro's Bias-Free and Public Safety Analytics policies, for potential inclusion in the Implementation Plan.

**Enhanced Monitoring Capabilities:** Video content analysis software can improve situational awareness, so that security personnel can proactively monitor and preventatively intervene as events are unfolding. For example, *people counting alerts* enable operators to configure the system to send real-time alerts to security personnel when a predefined threshold of people in a certain area is exceeded. Another monitoring enhancement may include fixed and mobile smart robotic equipment to supplement security personnel in remote or defined areas of the system reducing the need for fixed-post uniformed personnel.

**Unmanned Aerial Systems (UAS) AKA Drones:** The inclusion of the use of Unmanned Aerial Systems (UAS), also known as "drones," will serve to improve transportation safety and efficiency. The use of aerial systems leverages emerging technology to facilitate right-of-way inspections and assist in other areas of operations, including construction, engineering, IT, maintenance, and public safety. During emergencies, drones are a cost-effective, versatile security tool that can be deployed to remote locations to support search and rescue operations and provide live monitoring of developing conditions or events.

**Computer-Aided Dispatching (CAD):** This software technology will provide an interactive, real-time map display for call handling, dispatching, unit location, and routing to optimize resource allocation. Precision in dispatching can lead to cost savings through efficiencies in the deployment of personnel, quicker remediation of conditions, and avoidance of unnecessary system service interruptions. CAD facilitates real-time engagement with partner agencies providing a common operating picture that leads to collaboration through a centralized dispatch of all components of Metro's public safety ecosystem at the new centralized Emergency & Security Operations Center .

### ***Establishing Interagency Agreements for Mutual Aid and Cooperation with Other Law Enforcement Agencies***

California's Mutual Aid Law clearly outlines responsibilities for mutual aid. Surrounding law enforcement agencies are required to respond to local emergencies and calls for service, and response agencies are required to assist at the direction of the requesting agency's Chief of Police. When mutual aid is requested, support must be sustained for the duration of the event or incident. Conversely, the new TCSPD must be prepared to offer other equivalent assistance to other agencies. The Implementation Plan will provide a roadmap and timeframe for establishing Mutual Aid agreements and ensuring compliance with State law.

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Beyond Mutual Aid obligations, the Implementation Plan will provide additional detail regarding desirable collaboration with other law enforcement agencies and the Los Angeles County Police Chiefs Association in the form of Memorandums of Understanding to govern emergency response, specialized services, cooperative training (tabletop and full-scale exercises), and to establish informative practices and Standard Operating Procedures (Attachment C).

There are specialized functional areas that TCPSPD will explore for interagency collaboration agreements where mission critical functions would need to be performed from the inception of the agency. TCPSPD will explore interagency agreements for criminal investigations, tactical response units, processing and detention of individuals, and other specialized areas that Metro would not be able to perform initially. Sustainment of these types of functions throughout the implementation period is essential for a seamless deployment.

### **Community Engagement**

The development of a comprehensive community engagement plan is pivotal for the successful implementation of the TCPSPD. A well-structured and multi-faceted approach is essential. Integral to this process will be hosting a series of community engagement events, encompassing community meetings, telephone town halls, and focus groups. These events foster transparent communication, offering the community an opportunity to express their concerns, ideas, and expectations from the new TCPSPD.

Recently, the Customer Experience (CX) department, in collaboration with the Metro Public Safety Advisory Committee (PSAC), organized a community listening session on the evening of September 27, 2023. A virtual option was also offered for those who could not attend in person. In addition to the listening session, CX has been proactive in collecting feedback, and distributing feedback postcards at various pop-up events across LA County. These postcards enable the public to provide feedback in person or digitally via a QR code. CX will analyze the feedback and provide recommendations for an ongoing Community Engagement Plan as part of the Implementation Plan.

At the listening session, a majority of attendees spoke in support of the exploration of an in-house TCSPD with recommendations including education and training, a citizen oversight committee as an accountability component, and authority to enforce Metro's Code of Conduct. A small minority of attendees commented that uniformed personnel would be intimidating and instead Metro should seek more care-based solutions and less sworn officer strategies.

As a result of the community listening session, PSAC requested at their November meeting, and the CEO approved developing ad hoc committees to provide formal feedback on the in-house TCSPD.

Such feedback is invaluable, allowing Metro to better align a TCSPD with community needs. Metro will implement periodic surveys and listening sessions, ensuring the community's concerns and feedback are continuously integrated into the Department's safety strategies. Moreover, the feedback will help to assess the department's impact and effectiveness. These ongoing community engagements will ensure Metro remains responsive and attuned to the community's safety needs.

### **Civilian Oversight**

Oversight committees aim to strengthen the relationship between the public and law enforcement.

They also help hold law enforcement officers accountable for misconduct through punitive actions. Without accountability to the public, some civilians may feel the police can engage in misconduct without consequences. Three transit agencies have a Civilian Oversight Committee in conjunction with their in-house transit police department.

The concept of a COC is still relatively new to transportation authorities that rely in full or in part on contracted police services. However, the National Association for Civilian Oversight of Law Enforcement (NACOLE) identifies many jurisdictions across the nation with police oversight, which includes major cities and various transit authorities.

In search of best practices among transit agencies, the team identified three transit agencies with in-house Police Departments for comparison: the Greater Cleveland RTA (GCTRA), the Washington Metropolitan Area Transit Authority (WMATA), and The Bay Area Rapid Transit Authority (BART). The civilian oversight entities' names and functions vary among these agencies. WMATA has established an Investigative Review Panel. BART has a Police Citizen Review Board (BPCRB), and Greater Cleveland has the Civilian Oversight Committee (COC). Key structure elements were reviewed, such as committee titles, terms of service, size of committees, frequency of meetings, committee selection/make-up, committee structure (committee leaders, facilitators), committee direct report, key objectives, and compensation.

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

Each agency also varied regarding terms of service from 2-3 years; however, all agencies had a staggered service term requirement to maintain continuity. Each agency also had its own method of selecting members to serve on their committees/commissions, ranging from appointments by elected officials to an application process based on criteria outlined in the agency charter. The number of members broadly ranged from 7 to 11 members. The organizational structure of most of the agencies was an elected Chair and Co-Chair, appointed by the committee members to serve for designated terms. Finally, the amount and forms of compensation varied from voluntary, no compensation to \$1,800 annually. All agencies provided complimentary transit passes for committee members to use while attending meetings.

### **Fiscal Implications of the New Department**

The total contract value for the multi-agency law enforcement services contract awarded to LBPD, LAPD, and LASD in 2017 is \$1,110,563,642 for the seven-year contract period ending on June 30, 2024. The recent procurement yielded significantly higher bids valued at \$1,482,242,081 for a 5-year period (FY24 - FY29). The key drivers of the higher bids are outpaced inflation estimates with anticipated future increases as negotiated by each agency's internal Labor Union (no capped amounts); coverage needed for the continued expansion of the Metro service area (i.e. new rail

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lines); and the addition of the Beverly Hills Police Department to the multi-agency law enforcement model.

As part of the development of the Implementation Plan, Metro is engaging in the services of a consultant specializing in Local Government Policing Services with an understanding of the financial foundation of a police department, including budget allocation, start-up costs, operational costs, and capital investment. The Sheriff has raised concerns about specific cost assumptions in the Feasibility Study. The review will address the concerns raised by the Sheriff, as well as evaluate the financial assumptions of the implementation plan under development. The results of the third-party review will be included in the final implementation plan.

### **EQUITY PLATFORM**

Metro recognizes that relationships between law enforcement and people of color have been strained due to unjust actions such as racial profiling, and a disproportionate number of incidents, tickets and arrests being issued to people of color. An in-house Public Safety Department could potentially give the agency the authority to implement safeguards, oversight, and training of officers in a way that the treatment of all riders with dignity and respect, in accordance with the Board approved Bias-Free Policing policy. Furthermore, an in-house Public Safety Department would allow for a transit policing style of engaged visibility where officers are more visible across the system, thus increasing the feeling of safety for riders and employees.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommendation supports strategic plan goal 2.1 of committing to improving security. Metro will continue to utilize a multi-layered safety model to achieve this goal.

### **NEXT STEPS**

The final Implementation Plan that will be presented to the Board will include several critical elements. The Plan will provide a clear vision for the TCPSD through identified department goals and objectives, and an operational framework, which will include procedures for daily activities. The organizational structure of the TCPSD will be outlined, including strategies for recruitment, a comprehensive staffing approach, and an officer training plan tailored to meet the complexities of safety and security issues on transit. Policy development will also be covered, ensuring the operations adhere to best practices for a service-oriented, and community-centric safety approach. Community engagement is integral to Metro's approach, promoting transparency and connecting with riders to enhance trust is key, the plan will include a robust community engagement plan. Budget and Resource Allocation will be addressed through a detailed analysis addressing fiscal responsibility and effective allocation of resources. The plan will lay out the framework for Mutual Aid and Interagency Agreements, which are critical for fostering collaborative and supportive relationships with neighboring law enforcement agencies. The plan will also include a phased implementation timeline for each of the plan elements.

### **ATTACHMENTS**

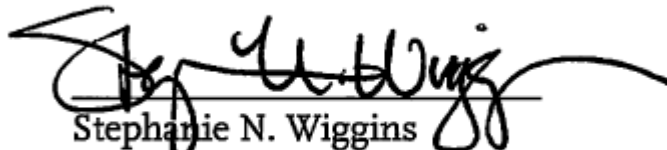
Attachment A - Board Motion 21.1

Attachment B - Metro's Public Safety Mission and Values Statements

Attachment C - California Response Requirements for Law Enforcement Agencies

Prepared by: Imelda Hernandez, Senior Manager, Transportation Planning, (213) 922-4848  
Elba Higueros, Deputy Chief of Staff, (213) 922-6820

Reviewed by: Gina Osborn, Chief Safety Officer, Chief Safety Office, (213) 922-3055  
Nicole Englund, Chief of Staff, (213) 922-7950  
Stephanie Wiggins, Chief Executive Officer



Stephanie N. Wiggins  
Chief Executive Officer