



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

Employee Town Hall Questions

Overview

On Tuesday, June 9, Metro held a virtual Employee Town Hall featuring CEO Phil Washington, Chief Civil Rights Officer Jonaura Wisdom, and Executive Officer of Equity and Race KeAndra Cylear Dodds. This document contains questions that were submitted by employees via email and the virtual chat. The questions have been organized according to the following six categories: racism; hazard pay and budget concerns; buses, detainees, and protests; training; law enforcement; and miscellaneous. Highlighted questions were asked and answered during the town hall.

(Please note: The questions have been edited for clarity from the original submission).

Racism

1. Can we not just disregard the color of skin or nationality when we identify people?
Simply say human being. Does it not continue to divide when we identify by a certain ethnic group?

How people identify themselves is a very personal matter. Not identifying people by their race in some cases, can actually be discriminatory in that while people want to simply call everyone the human race, it erases part of people's identities and histories that are very much tied to lived experiences. I don't think there is a one size fits all on this. We must simply continue to talk with one another and seek to understand.

2. What is your understanding of colorblind racism? For example, if someone says, "I do not see Black people any different."

When people state they want a colorblind society, it goes without saying that the lived experience that is shared by Black and other minority groups is not recognized. It feels like an unwillingness to recognize that there is systemic racism, that Black people have been oppressed. While I can appreciate people's sense of wanting to all be equal, the truth is that Black people are seen and treated differently and recognizing our identity and lived experience is important.

3. I have noticed that there has been a focus on the underutilization of female employees in certain cost centers and job categories. Are there goals/action plans to address the underutilization of ethnic groups in cost centers and job categories as well?

Metro is underutilized for females in 4 of the 8 EEO job categories. Metro is not underutilized for minorities in any of the 8 EEO job categories. Hence, there has been a focus on the hiring of females to eliminate the underutilization in the 4 job categories to



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comply with FTA requirements. However, the Equal Employment Opportunity Unit has worked with cost centers that have a concentration of categories to diversify the applicable cost center.

4. What would be the best process to handle possible discrimination against a small business contractor from a Metro Executive Officer?

Any discriminatory complaint based on an EEO protected category (race, color, national origin, gender, age, disability, sexual harassment, etc.), that is allegedly committed by a Metro employee, should be submitted to the Office of Civil Rights & Inclusion.

5. Do you see Metro's affirmative action and DBE policies that limit the competitiveness of non-minorities as being discriminatory? Can you discuss why Metro does not embrace a purely merit-based hiring and contracting process?

Metro has developed comprehensive programs to help level the playing field for small and historically disadvantaged business enterprises. This includes, but is not limited to, the Disadvantaged Business Enterprise (DBE) program for federally-funded procurements, the Small Business Enterprise (SBE) program, SBE Prime set-aside procurements, the Disabled Veterans Business Enterprise (DVBE) program, and the Contracting Outreach and Mentoring program (COMP). These programs are available tools to remedy racial and gender disparities to level the playing field for historically underutilized businesses. Metro's DBE Program is in fact federally mandated while certain SBE Programs are part of State law. The pursuit of racial and gender equity demands action at every level of government and in every corner of society. Metro is committed to these programs and to the communities that it serves.

6. Phil, like many Black men could relate you shared an experience with police that may have been escalated because of the color of our skin. How would you respond to earnest questions from colleagues who do not understand or support these protests?

This question was answered during the Town Hall.

7. Is there systematic racism at Metro?

Systemic racism exists everywhere. Metro has been addressing the issue through various means and purposes. For example, Metro's Office of Civil Rights & Inclusion's Title VI desk works to ensure that fare changes and major services changes do not have disparate impact on communities based on race, color, national origin, and low-income



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status. It also has an Equal Employment Opportunity Unit that reviews hiring processes to ensure that the process is implemented in a non-discriminatory manner. In the last year, Metro set up an Office of Equity and Race to help Metro identify and address disparities caused by systemic racism and other deep-rooted inequities through more equitable processes and distribution of resources, and in support of the Board Adopted Equity Platform. It is also building a transportation school specifically targeted to youth oftentimes left behind who have been victim to the County's foster care system, the juvenile justice system and other institutions; and most recently, we strengthened Metro's Office of Civil Rights to move from a formal compliant department to a more robust, resource for Metro's employees and customers. The office is now appropriately called the Office of Civil Rights & Inclusion.

8. I would like to ask that we, Metro, the world take a moment to respect the centuries of pain circulating in my community. All lives matter, YES. But numbers, historical data, and our hearts scream for focus here; "Black Lives Matter!!!"

I agree! I might add too that all lives cannot matter, until Black Lives Matter first.

9. How can non-African Americans, particularly White people, better appreciate current and historical discrimination against African Americans?

Do not be afraid to have courageous conversations. Ask questions, read, learn about the history, and engage in dialogue.

10. How can we use our transit system to become a daily message carrier for equity, respect, trust, and Metro provide a moving civic lesson for our riders?

I think we can use our transit system as a carrier for equity, respect and trust by ensuring that we are doing all we can to provide our riders the pleasant experience they deserve, indifferent of what part of the County a particular train or bus is traveling in. That is why I created the Executive Officer of Customer Experience position. We are committed to providing a world class transportation experience for all.

11. I am offended by the frequent use of the term "people of color" because my coworkers use this to only refer to Black people. Can the agency create a best practice for referring to different ethnic groups, Black people, etc. Can we be referred to as "African American," or whatever group we listed on our job application? The protest is called "Black Lives Matter" not "People of Color Lives Matter."



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This was answered during the Town Hall.

12. In recent years, systemic racism has been amplified at Metro, despite having a handful of Blacks as part of SLT. Blacks, especially Black men, are not given equal opportunities like any other ethnic groups. You can see the disparity from HC&D to Planning or any other department at Gateway. When they are given an opportunity, they are required to work twice as hard as any other employee. Black employees, especially Black men, face police brutality in the streets and harassment and “emotional brutality” at work, if I may say. As a Black leader of this organization, Mr. Washington, how do you address systemic racism at Metro?

I understand the lived experience of Black men. I am doing what I can given my position to begin turning the tide. But I am only one person. The fact that I am amplifying that systemic racism exists and addressing through having courageous conversations is a start. I also brought in GARE (Government Alliance for Race Equity) last year to begin taking a purposeful look at implicit bias in the workplace and to work with our staff in developing a Racial Equity Action Plan. I think that through the current events of the last month, people are more willing to look at these issues. It saddens me that this is what it has taken; and the fact that people are talking about it is a good thing!

13. Can you speak on the civil rights complaint from a few years ago filed against LA Metro regarding allegations that it disproportionately targeted Black riders citing them for fare evasions?

The United State Department of Transportation (DOT) administratively closed the case with no findings. Metro voluntarily entered into a one-year technical assistance agreement to keep the DOT informed of local conditions.

14. Would it be possible to implement as soon as possible a mandatory “undoing racism” training across the agency?

Yes! The Office of Civil Rights & Inclusion just created the Diversity & Inclusion (D & I) Unit in February 2020. This is one of the many goals for the D & I Unit and supports the Train and Grow pillar of the Equity Platform. In the meantime, people should consider attending one of our Courageous Conversations online trainings and debriefing sessions until we finalize the mandatory training.

Hazard Pay and Budget Concerns



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1. In the current financial climate with is the possibility of layoffs in the future, how can we proceed with building a school at this time?

First, I would like to just say that while we will have to look at all our spending, especially during the next 3-6 months, layoffs are currently not considered. I have said time and time again that I am committed to preserving jobs. That is still my position and so layoffs would be one of the last considerations in this financial crisis.

The transportation school allocation has already been made and will not require any allocation needs consideration during this current financial crisis.

2. We thank you that during this pandemic, that there have been no MASS LAYOFFS! Now has there been meaningful conversations about hazard pay for the operators/supervisors during this pandemic?

We are not in a financial position to consider hazard pay currently. However, we are committed to honoring the wage increase as negotiated in the contract on July 1 and to the preservation of jobs.

3. Are we reevaluating how we structure and use our \$130M a year contract with law enforcement? To KeAndra's point, how could that money be better allocated to solve issues that do not require someone with a gun to solve?

We are continuing to evaluate our law enforcement contracts and are exploring best practices to guard against implicit biases and to ensure that de-escalation techniques are used to better train our law enforcement partners. It is Important to note that in 2012, Metro moved to decriminalize fare evasion and since 2015 we have removed fare inspections from our law enforcement partners as a core responsibility. Fare inspections and related citations are issued by non-armed, fare inspectors called Transit Security Officers.

4. Los Angeles City Council proposed reducing police funding. Recognizing that approval of our budget is within months, what is Metro doing to reduce or review police budget next fiscal year and perhaps use some of their funding for other purposes?

The Metro Board passed motion 35 at its June Board meeting. Among other things, it asks for staff to return in 90 days with a recommendation on how to further reform policing at Metro and reallocate resources for homelessness outreach and services in preparation for the expiration of existing policing contracts.

5. Are there any plans for Metro Operators to receive hazard pay?



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See question 2 above in same section.

6. SMART released a statement regarding COVID-19 “HERO FUND,” are there any updates on possible hazards pay?

The HEROES Act – which has already been adopted by the U.S. House of Representatives – but is stalled in the U.S. Senate – establishes a \$200 billion Heroes Fund to provide hazard pay to essential workers. My understanding is that this would come in the form of a \$13 per hour pay premium – capped at \$5,000 for workers making more than \$200,000 annually – and \$25,000 for workers making less than \$200,000.

At present, the HEROES Act is the subject of negotiations between the House, Senate and the White House. Most recently, the White House issued a veto threat over the HEROES Act – but did indicate – through Treasury Secretary Mnuchin – that they are open to a new COVID-19 stimulus bill.

Buses, detainees, and protests

1. If legal counsel advised by Monday/Tuesday that we could have declined providing the buses, then there may still be confusion regarding State law we had to follow Saturday evening. Can there be clarification regarding the state law and any caveats later learned?

The law states that we can decline providing our buses if we have the need for their utilization ourselves. So, Saturday night, the request to use the buses came after we had decided to suspend service out of the safety and protection of our Operators and customers. Our buses were not being utilized. Had we not accommodated the request; they could have been commandeered.

2. Sir...often because we work in public transportation, we think that we cannot participate in peaceful protest. Can you lean in on what we can/cannot do as public servants within the policies set in place?

There is no policy that states employees cannot engage in peaceful protests. In fact, I, participated in a peaceful protest in Leimert Park on Saturday, June 6. I would simply advise that when doing so, you should not speak for or on behalf of Metro to the media. There is a Communications policy in place that delegates this responsibility to the Public Information Officer.

3. Can you expand and further explain our goals for earning back ridership as we move forward into recovery?



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We must be able to communicate first and foremost that our system is safe to ride. We do that by continuing to require face coverings, by communicating our cleaning methods and reminding people how to take responsibility for their role in preventing the spread of COVID-19. We will utilize all our assets static and digital, to communicate these various messages. When we return to front door boarding, we will have to maintain and manage our ridership before we start efforts to grow our ridership. Operations is monitoring field conditions and making incremental adjustments as needed. Front door boarding will likely align with LA County moving into phase 3 of the Reopening Plan and we can ascertain that at least 95-97% of our riders are adhering to the face covering requirement.

4. In the future, if it is determined that wide scale bus & rail service will be suspended, is it possible to include this information into the countywide "Public Safety Alerts" that are sent out via text message to avoid stranding riders?

We did send out information via our social channels and blog and got out to City News Service in attempts to cast a wide net for optimal reach. We are preparing for the future, however. Minimally, we are making available information on our website that provides riders information about what to do in the event Metro has to suspend service without warning going forward. They will be provided instructions to take alternative transportation and submit verifiable receipts for reimbursement. We are also looking at having a dedicated phone number where messages regarding emergencies can be deployed in multiple languages. Of course, once these are operational, we will promote them to the public.

5. Can we review that mutual aid agreement to potentially omit the transportation of detainees?

The Metro Board of Directors took the action to pass motion 38 at their June Board meeting. The motion directs the CEO and County Counsel to review Metro's commitments under the mutual aid agreement and seek amendments, if necessary, to ensure that Metro's assets are only required for civilian transportation purposes. We are to report back to the Operations, Safety, and Customer Experience Committee in 90 days.

6. Metro recently provided buses for the transportation of protestors. Will that happen again if it is requested?



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If we are operating our system, it is likely our resources will be utilized for our core purpose and it is very likely that they will not be used for other purposes. If the ask happens at a time when we are not operating our system, it opens the possibility for it to be used. However, Metro has made clear that our buses are used to operate our system first and that the requesting entity must exhaust all their own resources before we consider making any accommodations. And this is all subject to any changes enacted through potential board action related to the existing mutual aid agreement.

7. I appreciate your leadership and what you have brought to the agency. With that all said, what have we accomplished? I am still struggling with understanding why we allowed buses to transport detainees. I have heard that many agencies denied doing so.

I cannot speak to why or what authority other agencies had such that they could deny transport. I have been transparent in our reason for utilizing our buses to transport detainees. We have a mutual aid agreement in place and are held to making our resources available in times of emergency. Given that these buses belong to Metro and not me personally, I must make decisions as the CEO and not from a personal place. Had those been my buses, they would never have been used for that purpose.

8. Will you commit to never again allowing law enforcement to use Metro buses and trains to take protesters to jail?

I have made clear my authority and position on this issue. Until and when the mutual aid agreement is revised, I do not see us having the authority to make decisions differently.

9. Can we find a process to empower the divisions in critical situations, to allow the individual divisions to make decisions about rerouting when and as needed to keep drivers safe, instead of a blanket cancellation across the county? It seems like we could find a way to make a more nuanced decision that keeps drivers safe, since we are such a large territory.

We are going to have an After-Action Review to see where the opportunities exist to improve our outcomes. This is a great point and we will certainly spend some time looking at this. It was never our intent to suspend service. In fact, when the protests started to pose a greater danger to our operations and the public, we made a tactical decision to reroute our buses outside of and around the downtown LA core to avoid the increasingly dangerous environment. As the protests became civil unrests and were more and more widespread outside the downtown core, we had to decide to suspend



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our operations altogether. There was no going around all the areas we cover throughout the County.

10. Can the Metro Board of Directors request that Metro does not allow vehicles for transporting arrested protestors? This happened for the MBTA board.

Yes, but it would require Board action to change the existing mutual aid agreement. See question 5 above in this same section.

11. How can we better protect our bus operators and buses during protest events like what has happened? I felt sorry for the operators who were caught in the middle of the protest routes. I heard that trains being turned back from certain locations where the protestors were, but not the buses initially. Will we receive any special funds to repair the damages to our buses?

This was answered during the Town Hall.

12. How can Metro protect me from retribution if I tell my manager I do not want to partake in protests that they encourage us to go to? What can I do if my manager sends anti-police messaging to our team? How can I be protected by Metro if I speak up and tell my manager not to send me those messages?

During these challenging times you can witness emotionally charged conversations. This can result in our personal opinions leaking into our professional world. Attending protests is a matter of personal choice and should be conducted during personal time and only if the individual chooses to participate. Metro does not accept employees being required to engage in activities outside of their regular assignments. We suggest that employees express their concerns with their managers/supervisor about their encouragement to engage in after-hours activities. Employees are protected from retaliation because of bringing issues forward. If an employee cannot resolve the issue at that level, I suggest reaching out to the HEAR Office in Human Capital & Development.

Training

1. This is a learning moment and opportunity for change. This calls for de-escalation training that meets the test of this time. Who will be involved in developing and implementing training that will be an effective and extraordinary model?



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The Office of Civil Rights & Inclusion just created the Diversity & Inclusion (D & I) Unit in February 2020. Under the direction of Ms. Pamela Christian, Director of D & I, training on unconscious bias, how to conduct inclusive workplace conversations, moving from being a bystander to upstander, etc. will be facilitated. In addition, Ms. Christian is developing a mandatory substantive training specifically for management staff.

Metro’s System Security & Law Enforcement Department has also established policies to ensure that all officers are conditioned and trained in the transit environment to be ‘Guardians and Not Warriors’ when interacting with Metro ridership and to inculcate principles of trust, transparency, and legitimacy as part of the overarching community-oriented policing plans.

- 2. How will Metro ensure more leadership and employment opportunities for BIPOC (Black, Indigenous and People of Color)? How can Metro provide better educational and training opportunities for BIPOC to advance in the agency?

Under my direction, Metro has ensured that all employee development programs reflect our organization. Our goal has been that we want all employees to see themselves growing a career at Metro. Below is a snapshot of our Metro Leadership Academy participants; just one of the many leadership development programs we offer.

Ethnicity	Metro Employees	Metro Leadership Academy
African American	30.4%	28.7%
American Indian	.4%	0
Asian	11.7%	14.6%
Hispanic	42.3%	36%
Native Hawaiian	.7%	.6%
Two or more	2.9%	5.5%
White	11.4%	14.6%
Other	.2%	0
	100%	100%

And, below you find the make-up of the Senior Leadership Team

Ethnicity	Metro Employees	On Senior Leadership Team
African American	30.4%	14.3%
American Indian	.4%	0
Asian	11.7%	19.0%



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Hispanic	42.3%	28.6%
Native Hawaiian	.7%	0
Two or more	2.9%	4.8%
White	11.4%	33.3%
Other	.2%	0
Grand Total	100%	100%

3. Training and de-escalation are great. It seems like the problem around the country is that the bad actors face no consequences. What are we doing to be part of the solution on that?

Metro takes these issues very seriously. That is why we have the HEAR Office in the Human Capital and Development Department. They exist to resolve issues at the lowest possible level. Staff work to hear concerns and bring parties together to find an early resolution.

In addition, the Office of Civil Rights & Inclusion investigates complaints of discrimination, harassment, and retaliation. Any case with a substantiated finding results in a form of action to address the substantiated behavior. Metro has a zero-tolerance policy for discrimination, harassment, and retaliation, which means that our goal is to address the substantiated behavior in a way that prevents the behavior from occurring again.

4. Can you please share future potential plans for agency-wide equity and anti-racism training for staff?

Metro’s Executive Officer of Equity and Race, KeAndra Cylear Dodds, and Director of the Diversity and Inclusion Unit, Pamela Christian, will work together to develop an agency-wide equity and inclusion training, which addresses racial equity. Additionally, D & I will facilitate training on unconscious bias, how to conduct inclusive workplace conversations, moving from being a bystander to upstander, etc. A mandatory substantive training specifically for management staff is also being developed.

In 2019, Metro began a partnership with the Government Alliance on Race & Equity, a national network of government agencies that strives to achieve racial equity and advance opportunities for all. The network is composed of regional cohorts throughout the United States and includes local governments and public agencies. Between February and November 2019, Metro’s introductory GARE cohort was composed of 27 staff members from across the agency. They came together to learn about racial equity and advancement of structural tools to address vast disparities for communities



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throughout LA County, which Metro serves, supports and influences. Throughout the introductory year, Metro participated in monthly learning sessions, which focused on strategies that normalize conversations about race, operationalize new policies and practices, and organize to achieve racial equity. The cohort mobilized around racial equity issues and devised a Racial Equity Action Plan framework, with a focus on mobility, workforce, safety and security and institutional transformation. The cohort is now being engaged to assist in the further development of training and formulating ideas around promoting racial equity at Metro.

The Office of Civil Rights & Inclusion has also recommended that everyone engage in the LinkedIn Learning training on Unconscious Bias to prepare for the Courageous Conversations online series. LinkedIn Learning posted a great article, I'll share here.

<https://www.linkedin.com/feed/news/combating-bias-at-work-learn-more-4155929/>

Also, these 7 courses are recommended reading for combating bias at work:

- **Unconscious Bias**, with Stacey Gordon, Founder and CEO of Rework Work
- **Diversity, Inclusion and Belonging**, with Pat Wadors, Chief Talent Officer at ServiceNow
- **Confronting Bias: Thriving Across Our Differences**, with Inclusion Strategist and Author Verna Myers and Arianna Huffington, Founder of the Huffington Post and Thrive Global
- **Skills for Inclusive Conversations** with Mary-Frances Winters, Founder and CEO of The Winters Group
- **Communicating about Culturally Sensitive Issues** with Professor and Consultant Daisy Lovelace
- **Communicating Across Cultures** with Tatiana Kolovou, Faculty Member at Kelley School of Business
- **Bystander Training: From Bystander to Upstander** with Consultant and Trainer Catherine Mattice Zundel

5. Will there be diversity classes held for our management staff?

I shared earlier that the Diversity & Inclusion Unit are providing training on unconscious bias, how to conduct inclusive workplace conversations, moving from being a bystander to upstander, etc. They are also developing a mandatory substantive training specifically for management staff.

Metro's Executive Officer of Equity and Race and the Director of Diversity & Inclusion are also working together to develop an agency-wide equity and inclusion training, which will address racial equity.



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6. How can we best offer support to our coworkers who are strongly affected by these events? How can we personally help make this a safe, restorative environment for those who feel insecure?

I think for starters, do not be afraid to have these conversations. They take courage but in the end is the only way we can move past the hurts and the institutional outcomes people have experienced.

7. How can those in leadership roles create a space to discuss what folks may be feeling and help foster change?

Make space available for discussions as part of your staff meetings. If you feel unprepared to facilitate such conversation, look to the Office of Civil Rights & Inclusion to provide support.

8. Will diversity training be required for management?

Members of the GARE cohort have made the recommendation for training at all levels of the organization. They are working with our recently appointed Executive Officer of Equity and Race, to build an action plan for implementation.

9. Is there a plan to re-educate employees on racial equity/bias within the Agency itself?

As stated above, the GARE cohort is working to advance a comprehensive training model in partnership with Talent Development. The GARE Program is taking a break from facilitating a 2020 cohort; however, Metro continues to engage with them in virtual forums. Upon the return to regular cohort work, Metro will engage a second group of stakeholders to participate in the program and bring their learnings back to the workplace.

As stated previously, Metro's Executive Officer of Equity and Race and the Director of Diversity & Inclusion, will work together to develop an agency-wide equity and inclusion training, which will address racial equity.

10. Is there training we can take as a Metro employee on how to handle a hostile situation like this? What sort advise can you give us if we see this happen?

We do not currently have trainings on this issue, however, we will work to expand the



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catalogue of courses to include a future offering.

11. I would like to have training on micro-aggressions, and not only what not to say, but also what to say. I would like to have training on conscious bias, not only how to question the biased framework we might be viewing candidates by, and employees, but also information about how diversity makes management better. Trainings with information about some of the strengths various groups bring to management.

This is a good recommendation. Human Capital & Development will partner with the Office of Civil Rights & Inclusion and the Equity and Race Officer to explore how we can provide some effective options.

I have already shared earlier works in development by our Diversity & Inclusion Unit and the Office of Equity and Race.

12. Is there a training that police who are currently patrolling Metro lines are taking, or could a training be created to better address riders to deescalate situations with riders?

The Office of Civil Rights & Inclusion and the Executive Officer of Equity and Race are working with System Security & Law Enforcement to create a training for its employees and law enforcement partners.

13. Have you considered having departmental diversity training on a continuous basis? At least, an 18-month period or longer if needed?

Yes! This is one of the main reasons the D & I Unit was created at Metro. We will have ongoing trainings on unconscious bias and other similar trainings as part of our Courageous Conversations Series.

14. Can we start (or do we have) a library of an anti-racist resources, tools, and inclusionary decision and design methods, to continue to better educate ourselves? Perhaps books that can be borrowed, a (post-COVID) nice space to read them and encourage productive conversations?

The Office of Civil Rights & Inclusion released a special edition newsletter that provided resources to better educate ourselves on race relations. We will continue to provide like information in these newsletters. They will also partner with Metro's Librarian and



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Executive Officer of Equity and Race to explore other tools and resources to help educate Metro employees.

Law Enforcement

1. What is your stance on defunding the police? Do you think defunding the police and allocating funds to different social services would be a good approach for Los Angeles County?

I do not agree that defunding the police gets at the goals people think it will get to. If you defund the police, the first thing to go will be training. That will create an unprepared police force to deal with de-escalation and community policing. My belief is that rather than defunding, we should be looking at best practices and reimagining law enforcement in such a way that will get to the goals people think defunding will get to.

2. Does the multi-agency law enforcement services contract include financial sanctions against any of the agencies for use of unnecessary force? Would you agree that striking a balance is a goal, but leaning toward safety for Metro employees and Metro patrons is supported by well-trained law enforcement that upholds the Code of Conduct outlined by this agency?

The current law enforcement contract has strict provisions to prevent any officer with a history of performance violations from working on a Metro property. This measure ensures that we do not pay for bad services. We do not have a history with our current contract services of excessive uses of force because we mandate that officers take de-escalation and implicit bias training as a condition for working on Metro property.

3. What sort of oversight does Metro have over the law enforcement agencies we contract with (LAPD, LASD, Long Beach)? Any type of review board or auditing of any of the agencies both financially and procedurally?

Metro's Chief of System Security and Law Enforcement (SSLE) manages the performance of the law enforcement agencies. This includes supervision over the staff they hire, approval of their deployment strategies, and review of their community oriented policing policies. Metro's oversight of these contracted services is consistent with the FTA and TSA mandates to oversee the System Security functions of Metro. Additionally, SSLE has a Compliance Team working to ensure that the agencies meet the objectives as part of their scope of work. Finally, SSLE reports monthly to both the Metro Operations Committee and Executive Management Committee on the key performance indicators of the contract terms.



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4. Officers who have broken laws/protocol are often not fired or held accountable to the law. Can Metro have a policy to refuse those cops from patrolling the system even if they are not fired from their agencies?

Yes, any disciplinary action will disqualify officers from working on the Metro system. If an officer has broken the law, they will no longer be able to serve in any of our contracted law enforcement agencies as sworn peace officers. Metro requires all officers to have and maintain an advanced POST Certification.

5. What sort of oversight and input does Metro have in determining which officers get assigned to working on and around our system?

Metro's Chief of System Security & Law Enforcement has the responsibility of managing the deployment of our law enforcement services based on crime trends, special requests, intelligence, and other key factors related to providing security and deterring criminal activity.

6. Instead of police can Metro use trained security that can also assist passengers with non-emergency information such as how to best use the system?

There is a role to be played by both. For instance, since we decriminalized fare evasion, we moved our fare inspection to Transit Security Officers. However, the code of conduct for example, and issues related to sexual harassment on the system, can only be handled by law enforcement and so there needs to be a carefully crafted balance. The path forward is to ensure that we are executing best practices on all fronts.

7. Can safety "ambassadors" be used instead of officers to help provide a friendlier presence with different skills throughout the system?

Yes, and see above.

8. Have we considered involving CBO's and non-profits to hire our transit security and law enforcement personnel in the community of colors?

No, we have not. Community Based Organizations and non-profits are not qualified. However, there may be an opportunity to see how to partner with them on this.

9. Why is our interpretation of the mutual aid agreement different than other agencies in CA that have refused law enforcement requests to use vehicles to transport protesters?

I cannot speak to other agencies mutual aid agreements. I can only speak to the one this Agency and the Board unanimously approved in 2011. It basically states that if



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requests are made for use of our fleet and we are not using it to carry out our own mission, then we must make it available during times of emergency.

10. How safe should I feel that law enforcement will speak on behalf of the citizens and our rights instead of protecting their agency and some of the corrupt law enforcement?

Metro's System Security and Law Enforcement's main priority is the safety of our patrons and our employees. Despite our intent, we know that there are systemic racial and social inequities within our justice system and society which prevent that priority from being realized for all our patrons and employees. We have and will continue to work to understand the different safety concerns and experiences people have with our law enforcement staff and partners, and take measures to address them and ensure that all patrons and employees feel and are safe.

11. Los Angeles City Council has taken action to reduce up to \$150M from LAPD budget. Will this have an impact on the law enforcement service that LAPD provides to Metro?

It is too soon to know what kind of impact, if any, that would have on Metro's existing contracts with LAPD. They would, however, be held to their existing contract with Metro.

12. Is it possible that A & B Class officers can pick up coaches to protect our operators from retaliation in a future situation?

All of Metro's law enforcement officers are certified police officers and there is no separate class of officers as they are all sworn with powers of arrests. If operators have any concerns for their safety, they can alert transit security to provide support. If they are threatened while working, they should call 911 and it would be investigated appropriately to include noting any acts of retaliation as part of the investigation.

13. Will Metro take a stance on reform or defunding the police?

We are always open to looking at best practices and are already actively engaged in conversations. Defunding our System Security and Law Enforcement, however, requires board action.

14. What can we do to support good law enforcement officers, including our own security personnel, who put their lives on the line every day, when they are often intimidated by "bad apples" from speaking up and when they do, are ignored by management?

Thank them. They too are essential workers.



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15. What extra steps will be taken to train Metro police (sheriffs) to use de-escalation strategies? How much training do they currently receive? Can we consider alternatives to using police on the rail system?

This was answered during the Town Hall.

16. With the defunding of the police department, will that mean less officers available to our drivers while out on the street?

It is too soon to know if there will be any impact to existing contractual agreements with Metro.

17. Thank you for hosting this conversation, modeling leadership, and sharing your stories. With more public discussion about defunding the police, how does that affect Metro's contract with law enforcement agencies? What are ideas for alternatives?

Too soon to know what, if any, impacts this will have on our existing contractual agreements with LAPD, LASD and LBPD. We are always open to looking at best practices and continue to engage in those conversations in a purposeful way.

18. Can we envision something other than police to assist with safety in the transit environment? Social workers, care-based organizations who know how to de-escalate, etc.?

There needs to be a balanced approach and we are exploring all options.

19. Should we reassess our own policing policy for passengers? How do we work in more creative ways to help people on our transportation system? Every situation does not require a policeman, so why are they always the first option in responding to issues?

They are not always first. Metro's practice is to deploy staff resources commensurate with the issue being reported.

20. Does Metro have any plans to cancel any contracts, or divest from local police departments (LAPD, LBP, etc.)?

Not currently. This would require a board action.

21. Police are resistant to change, consider Sheriff Villanueva. We hire lots of officers. What leverage do we have as an agency? Can we give preference to law enforcement organizations with better reputations?



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The next law enforcement contract will afford Metro an opportunity to further stipulate the principle of officers as ‘guardians not warriors’ on the Metro system, which is a significant change in policing culture. Additionally, Metro’s new Executive Officer of Equity and Race will assist in shaping expectations for performance related to professional policing practices built on principles of fairness, transparency, and ethics.

22. What are the plans to correct abusive behavior in Metro as a whole? Specifically, how will claims of hostile environment be investigated?

Hostile work environments are investigated through the office of the HEAR Program. HEAR stands for Help Employee Access Resources. The actions that come from this work are highly integrated with the work of the EEO Office, County Counsel, Safety, Ethics, and the OIG. When issues rise to the level that requires an investigation, we work in partnership to conduct the workplace investigation. The HEAR Office is focused on resolving issues at the lowest possible levels.

Any hostile work environment complaint that is based on an EEO protected category are investigated by the Office of Civil Rights & Inclusion. Any case with a substantiated finding results in a form of action to address the substantiated behavior. Metro has a zero-tolerance policy for discrimination, harassment and retaliation, which means that our goal is to address the substantiated behavior in a way that prevents the behavior from occurring again.

23. I am a young, Black male that is six months into his employment as a Transportation Associate. I commute to work through Union Station and often walk through Union Station to grab lunch. I constantly see Black men being arrested throughout Union Station by LACMTA Police and LAPD. It is jarring to see people that look like you are being held out in the open by numerous police officers. To begin and end your day with arrest after arrest is exhausting, and in all honesty, working from home has been a blessing because I do not have to see Black bodies in chains being displayed by officers. What will you do to help me feel comfortable in my workplace? What steps will be taken to reduce the number of police officers in Metro’s building and in Union Station? What other resources can be employed?

I feel you and yes, it is exhausting. I sincerely appreciate your concern for what appears to be a heavy presence of police personnel at Union Station. However, I am afraid that we still have some very serious criminal activity that occurs in and around Union Station. Removing the presence of police will significantly reduce Metro’s ability to deter crimes, respond to crimes quickly, and prevent terrorist activity at one of our major critical infrastructures. In fact, at Union Station, we receive a lot of requests from women who get harassed and want to see more security to protect them from abuse. Please know that at Metro we do not tolerate any forms of bias from any of our law



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enforcement officers and we promote a policing culture that is customer-service oriented. If you see anything that you believe is a violation of Metro's values related to fairness and equity in policing, please report it immediately.

24. Maybe more than 99 percent of the cops are good, only one percent or less are bad ones. How are the brutality incidents reported, and bias justice system to the cases is troublesome? How can we address this issue?

Metro will remove any contract law enforcement officer who acts in a manner not consistent with Metro's values from working on Metro property. We have contract provisions that allow this, and we maintain a good record of ensuring that only the best officers have the privilege of working the Metro detail. It's also important to note that we have de-criminalized fare evasion as a method to reduce the possibility of altercations between patrons and law enforcement and we ensure that implicit bias awareness is reinforced through training and the constant reminder that we are a 'customer-service' oriented business to include our policing model.

25. I understand that all police officers are not "bad," but there has been a system set-up that has upheld immunity and the code of silence. The police have also become increasingly militarized.

As I mentioned in the Town Hall, I have called for a national "stand down of law enforcement" for them to better understand how to serve and work within the African American community.

26. I have unfortunately witnessed and reported excess force and violation of rights by the Sheriff's department on both Latino and Black youth on our system. Aside from reporting what else can we do to stop this at the time that it is happening?

Reporting is the right thing to do. Organizationally, we need to ensure that our law enforcement partners continue to participate in de-escalation and other trainings that are going to better position them in dealing with these issues.

27. How are police officers distributed through the Metro lines? Is it with requests from the public or are there other factors?

Based on needs informed by crime stats & trends, homeland security intelligence, special events with large populations and other factors, Metro's Chief of System Security & Law Enforcement deploys law enforcement and security staff, as necessary.

28. As a Metro employee and a daily transit-rider who has never owned a car, I have a deeply vested interest in working to create a better system. I have been sexually



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harassed and violated on our system with no support in sight. At the same time, many times during my commute when I arrive at Union Station, I see a Black man in handcuffs surrounded by multiple officers. I know the way we monitor the safety of our system has been questioned in the past, and the agency has been sued in matters of unjust policing. What are the tangible steps that Metro will take to ensure we are running a safe and equitable system while not contributing to a cycle of unjust policing, both in terms of our policies (fare evasion, etc.) as well as operating procedures (times for police presence or absence on the system)?

I am sorry that has been your and others' experience on our system. Metro stresses that all police personnel are required to act in a manner that is consistent with Metro's values related to equity, diversity, fairness, and ethics. We have increased the sexual harassment training of our officers and security professionals to improve our responsiveness to these types of complaints and we have taken clear and direct steps to ensure de-escalation training to avoid unnecessary confrontations. As policing transit systems is a dynamic function, SSLE has a compliance team, Board Committee oversight, Security Audits, and input from Community Based Organization in collaboration with our new Executive Officer of Equity and Race to ensure that we are equitable in our practices and mindful of the history of law enforcement challenges in minority communities. We are committed to ensuring that we represent the best in law enforcement practices.

29. How are transit security officers supposed to feel safe when we are out there working, protecting all employees and patrons throughout the system, yet it feels as if Metro has supported the violent acts towards law enforcement this last week.

This was answered during the Town Hall.

30. Trust? As a Metro employee, a U.S. Citizen, a Black mother of six children, and highly functioning in my community, although, I do not have trust with our police departments. My personal trust has deteriorated over time through these types of instances, even from the Rampart issue. How do we work toward re-establishing trust in law enforcement? I would like for CEO Phil Washington to start, campaign, champion, and/or support a "Get Rid of Bad Cops Now" Initiative. A "proactive" approach of re-reviewing any/all police officers/ deputies who have had inquiries and/or complaints regarding the use of excessive force or violence. The goal would be to seek out officers who have had multiple instances and conduct a closer review. The police candidates who are considered high risk, can be proactively removed from patrol duty, and function at a desk, while they receive counseling, or other rehabilitating, and/or disciplinary action. Police officers are people too.

This was answered during the Town Hall.



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Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

31. Will Metro be making a public statement on its websites and social media in support of Black Lives Matters and the protest?

Metro has made a public statement. It placed decals on its entire fleet the morning of George Floyd's celebration of life and entombment. The decal read: Metro drives in solidarity with *Black Lives Matter*, and we proudly honor the life of George Floyd. #NoMoreName Employee Remembrance Day 06-09-2020. This year Metro's Ride with Pride TAP card also proudly stated #NoMoreNames and #BlackLivesMatter.

32. Will Metro reconsider replacing transit police with transit security that is trained not only to handle emergency situations but non-emergency informational situations about the systems which can lead to a potential boost in ridership as well? Current LA police officers used as transit security do not know much information about the system and is not helpful to lost or confused passengers.

A balance of both is needed on the system. As I already shared, we decriminalized fare evasion and so rather than it being a misdemeanor, a \$75 administration citation is issued by an unarmed Transit Security Officer. Law enforcement, however, need to be available to respond to criminal activity on the system.

33. Do you think this discrepancy in spending between law enforcement and homelessness outreach is the correct balance? How does today's political climate make you rethink these priorities?

There is no discrepancy in relation to the amount of funds allocated to provide the unique security needs of the nation's 3rd largest transit system. However, we recognize that Homeless Outreach and Engagement is a community challenge that requires more investment from our partners in the City and County. Reducing funding for law enforcement will not abate the criminal activity that continues on our transit system. We agree that more mental health, social workers, substance abuse counselors and more shelters are necessary but not at the expense of Metro's law enforcement services, which has led to a 17% reduction in serious crimes in the past five years.

Miscellaneous

1. Will questions be addressed from this board?

I provided the Board an update on the decisions and timelines related to the civil unrests and suspension of service (5/30) at its June meeting. Several motions related to the mutual aid agreement and our current policing efforts and budgets were introduced. Staff will be reporting back to the Board at its September meeting.



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2. Now that the National Guard is in place, how can we be sure that they are against police brutality, and that they support the citizens and their safety?

There is good and bad in everything. We trust that those serving in that capacity uphold their mission to maintain *properly* trained and equipped units, available for prompt mobilization for war, national emergency or as otherwise needed. However, as an active Army soldier for nearly 25 years, I trust the integrity and discipline of the US Military.

3. Women and people of color hold some prominent, highly visible positions on the SLT. What concrete steps will Metro take to create more opportunities for women and people of color to hold positions as managers and directors?

I have made a concerted effort to prepare people for leadership positions through the establishment of the Women and Girls Governing Council and Metro's Leadership Academy. It is important to me and I hold my team accountable for ensuring that there is as much diversity as is possible in the participants that make up these classes. That diversity considers race, gender, position, and representation. We may have some work to do here, but I think we are well on our way.

4. Will Metro be making a public statement on social media and all websites in support of the Black Lives Matter movement?

See question #31 under Law Enforcement, we have done that.

5. Metro is a very diverse organization -- I have heard it mentioned several times. Has there been any assessment conducted which evaluates diversity within each department, sector, or division? My team is very diverse (age, race, sexuality, etc.).

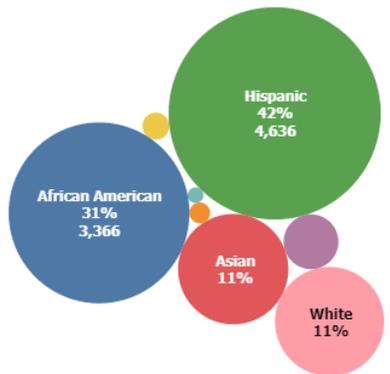
As part of the Equal Employment Opportunity Desk in the Office of Civil Rights & Inclusion, we have a cost center analysis, which shows the demographics of each cost center based on race/ethnicity and gender. This information is provided to hiring managers as they develop a recruitment plan to fill a vacancy.

On a regular basis Metro works with the Office of Civil Rights & Inclusion and the Talent Management teams to monitor workforce demographics, at all levels. All hiring decisions and employee development investments are viewed through an equity lens. See the overall workforce information to ethnicity below:



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Ethnicity



6. What time will the armbands be available at Gateway?

Armbands were made available to staff on Tuesday, June 9 and Thursday, June 11.

7. Who at Metro is responsible for coordinating with Metro’s Child Development Center (CDC) staff on re-opening? When will the Metro CDC be allowed to open child day care services?

Both Planning and Human Capital & Development have been working with Metro’s Child Development Center on their reopening plan. They have made significant progress and will be opening soon.

8. Why is it that MTA Maintenance does not reflect who rides the buses? On bus side it is 70 percent Hispanic, 20 percent Asian and 10 percent Blacks. On the rail side it is about 5 percent Blacks. This does not reflect who rides the buses. Why is the hiring process about who you know on the Maintenance side?

The hiring practices in Maintenance or anywhere else at Metro should not be based on who you know. That is not consistent with our values. Anything that deviates from our standard operating procedure related to recruitment should be reported to the EEO Unit in the Office of Civil Rights & Inclusion for investigation.

Below you will find a summary of Metro’s riders, Bus Mechanics and Rail Mechanics.

	Metro Riders	Bus Mechanics	Rail Mechanics
African American	16%	18.7%	14%
Hispanic	59%	52%	37%



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Asian	8%	13%	30%
Native American	1%	.4%	.2%
Other	4%	3.7%	6.2%
White	11%	12%	12.6%

9. Can you all further elaborate about Equity and Diversity and Inclusion and the important role that every one of us plays in engagement? For those of us with ideas that would like to actively participate and support any Metro efforts, what is the best way to reach out and share those ideas or help in proactive engagement?

I have identified the various ways we are seeking to address the issue of systemic racism and by extension equity, diversity and inclusion. I would encourage you to take your ideas to the Office of Civil Rights & Inclusion and the Executive Officer of Equity and Race and see how you might be helpful in advancing some of these goals.

10. Is there a conflict of interest in the fact that Mayor Garcetti, who many of these protests are directed towards, is Metro's incoming board chair? How do we assure that Metro's decision-making, especially during times of crises, is not biased towards our Board's political wills and goals?

There is no conflict of interest. The Mayor of the City of LA has a seat on the Metro Board of Directors as prescribed through legislation.

11. With the opening of schools in August 2020, will we have a special Shake-Up for rail?

Yes, most likely. Exactly what we will be doing still is being evaluated and, in some part, depends on how the schools schedule arrivals and departures. It is too soon to know how schools will resume their instruction when students go back in August.

12. The tragic murder of George Floyd has brought about a just and public outcry for government to enact programs and policies with an equity focus. We all have been granted an unprecedented amount of political capital to advance these important initiatives. How does Metro plan to bridge the gap on these calls for inspiration, new ideas and ingenuity? What is the area of focus?

The Equity Platform provides a framework under which to bridge the gap in calls for inspiration, ideas and ingenuity related to equity. The four pillars of the Platform provide an opportunity to create and enhance programs and policies that 1) define and measure existing inequities, 2) help Metro listen and learn from underserved communities to provide better service and better target out resources, 3) focus on and



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deliver projects that support more equitable outcomes, and 4) train and grow a more diverse and inclusive staff.

13. How is Metro planning to improve internal communication among leadership to make time-sensitive critical decisions, so we can minimize the chaos of Saturday night's cancellation?

SLT have been engaged in several After-Action Reviews and will continue to improve upon the current plan.