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Tourist Police

Analysis of
the Mexico
City Model

June 2024



GOBIERNO DE LA
CIUDAD DE MÉXICO



SECRETARÍA
DE SEGURIDAD CIUDADANA



DIRECCIÓN EJECUTIVA
DE LA POLICÍA TURÍSTICA

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Introduction

Mexico is one of the leading international tourist destinations, ranking sixth in the world. Mexico City (CDMX for *Ciudad de México* in Spanish), in particular, is one of the states with the highest number of national and international visitors, recording 14.4 million in 2023. Additionally, it is one of the main entry points through the Mexico City International Airport, with over 4 million international passenger entries in the same year. This constant flow of tourists has had an economic impact, contributing 9% to the local GDP and generating employment in various sectors.

Recognizing the city's importance to tourism, tourist security has become one of the priority axes in security strategies. In this context, the Tourist Police was created, a specialized unit dedicated since 2019 to ensuring the safety of tourists and tourist service providers by preventing and deterring administrative offenses and crimes in the city's various tourist destinations. Additionally, the Tourist Police also addresses the needs of tourists in emergencies, offering assistance and guidance to improve their experience.

This document systematizes the Tourist Police Model of the Secretariat of Citizen Security (SSC for *Secretaría de Seguridad Ciudadana* in Spanish) of Mexico City. The objective has been to compile the actions taken by this corporation to share its experiences and serve as a reference for other tourist entities to replicate and adapt successful practices in their contexts. Additionally, this effort seeks to promote the work of the Tourist Police in specialized environments and among the general public, facilitating dissemination, recognition, and trust in this institution.

The methodology used for the study combined various research techniques. Semi-structured interviews were conducted with commanders and elements of the Tourist Police to obtain an internal and detailed view of their functions and the challenges they face. Additionally, accompaniment sessions were held for observation and documentation of the activities of the Tourist Police in various areas of the city. Quantitative data on the interventions and care processes provided by the corporation were analyzed. Official documents, regulations, and activity reports related to the Tourist Police were also reviewed. Finally, data on the perception and experience of people with the Tourist Police were collected through questionnaires applied to tourist service providers and tourists. The text was reviewed by specialists in citizen security and Tourist Police to ensure the accuracy and relevance of the information.

The document first presents an overview of the impact of tourism in Mexico City and the importance of security for its promotion and development. Subsequently, a historical account of the creation and institutionalization process of the Tourist Police is made. The lines of action that guide the work of this specialized unit are then detailed, followed by a description of its operational organization. The training processes of the elements, operational deployment, and implemented security strategies are also examined. The main results of the Tourist Police in security and the perception of tourists and tourist service providers are then presented. Finally, the factors contributing to its good functioning and the positive results obtained, fundamental keys for the correct functioning and progressive development of a Tourist Police Model, are exposed.



1. GENERAL CONTEXT OF TOURISM AND SECURITY IN MEXICO CITY

1.1 Mexico City in the national tourism panorama

Mexico is one of the most notable countries for its tourism activity. According to the latest data from the Department of Tourism (SECTUR for *Secretaría de Turismo* in Spanish), **the country ranks sixth among the world's top tourist destinations** (SECTUR, n.d.). In 2023, more than 75 million international visitors were recorded, who spent 28.68 billion dollars in the country (INEGI¹, 2024). These figures translate into a positive impact on generating direct and indirect jobs in different regions of Mexico.

All states of the Mexican Republic have tourist destinations. Different types of tourism can be found in each place, such as cultural, gastronomic, and sports tourism, among others (SECTUR, 2023). This is why tourism impacts the entire country and has become one of the main elements in Mexico's economy, representing 8.5% of the national GDP, according to the latest figures (INEGI, 2023).

Mexico City has become one of the country's main tourist destinations (SECTUR, 2022). While beach destinations like Cancún or Los Cabos stand out for having a higher annual hotel occupancy rate, the city has positioned itself as a state with a significant national and international tourist presence. Additionally, it is one of the main entry points for foreign tourists through the Mexico City International Airport.

1.2 Impact of tourism in Mexico City

In 2023, Mexico City received 14.4 million tourists, including 10.2 million national tourists and 4.2 million international tourists, who spent 132.85 billion pesos, 49,813 million from national tourists and 83,040 million from international tourists, respectively (SECTUR CDMX, 2024). According to the latest figures, **tourism in Mexico City represents 9% of the local Gross Domestic Product (GDP) and 14% of the total employment in the city** (SECTUR CDMX, 2023).

The impact of tourism in Mexico City can be explained by the number of activities and places of interest it has to visit. So far, it has been recognized that the city offers 9 types of tourism². Additionally, it hosts five of the 35 World Heritage Sites in Mexico³. Moreover, it is the second city in the world with the most museums; 170 in total, four of which rank among the top five most visited over the past five years⁴. In 2023, these museums alone recorded 8.47 million visitors, about 1.15 million foreign visitors (INAH⁵, 2023).

Tourism in Mexico City is relevant not only to the people who participate in the various activities it offers but also to those who pass through it on their way to other tourist destinations in the country. It is essential to consider that the City hosts one of Mexico's main airports: the Benito Juárez International Airport. In the last year, this airport

¹National Institute of Statistics and Geography (INEGI for *Instituto Nacional de Estadística y Geografía* in Spanish).

²Types of Tourism in CDMX: Religious, Sports, Business, LGBTTTIQ, Gastronomic, Neighborhood, Health, Cultural, and Ecological (Government of Mexico (n.d.) and SECTUR CDMX (2020a))

³1) the *Centro Histórico*, 2) *Xochimilco*, 3) the Central Campus of the University City of the National Autonomous University of Mexico, 4) the Luis Barragán House-Studio, and 5) part of the Camino Real de Tierra Adentro (UNESCO, 2024).

⁴National Museum of Anthropology, National Museum of History, Templo Mayor Museum, and National Museum of Cultures.

⁵National Institute of Anthropology and History (INAH for *Instituto Nacional de Antropología e Historia* in Spanish).

recorded the entry of more than 4 million foreigners, mainly from the United States (approximately 1.76 million), Colombia (about 369,000), Canada (207,000), Spain (around 162,000), and Peru (almost 138,000) (Government of Mexico, 2023). Many of them usually spend a few days in Mexico City as their first tourist destination.

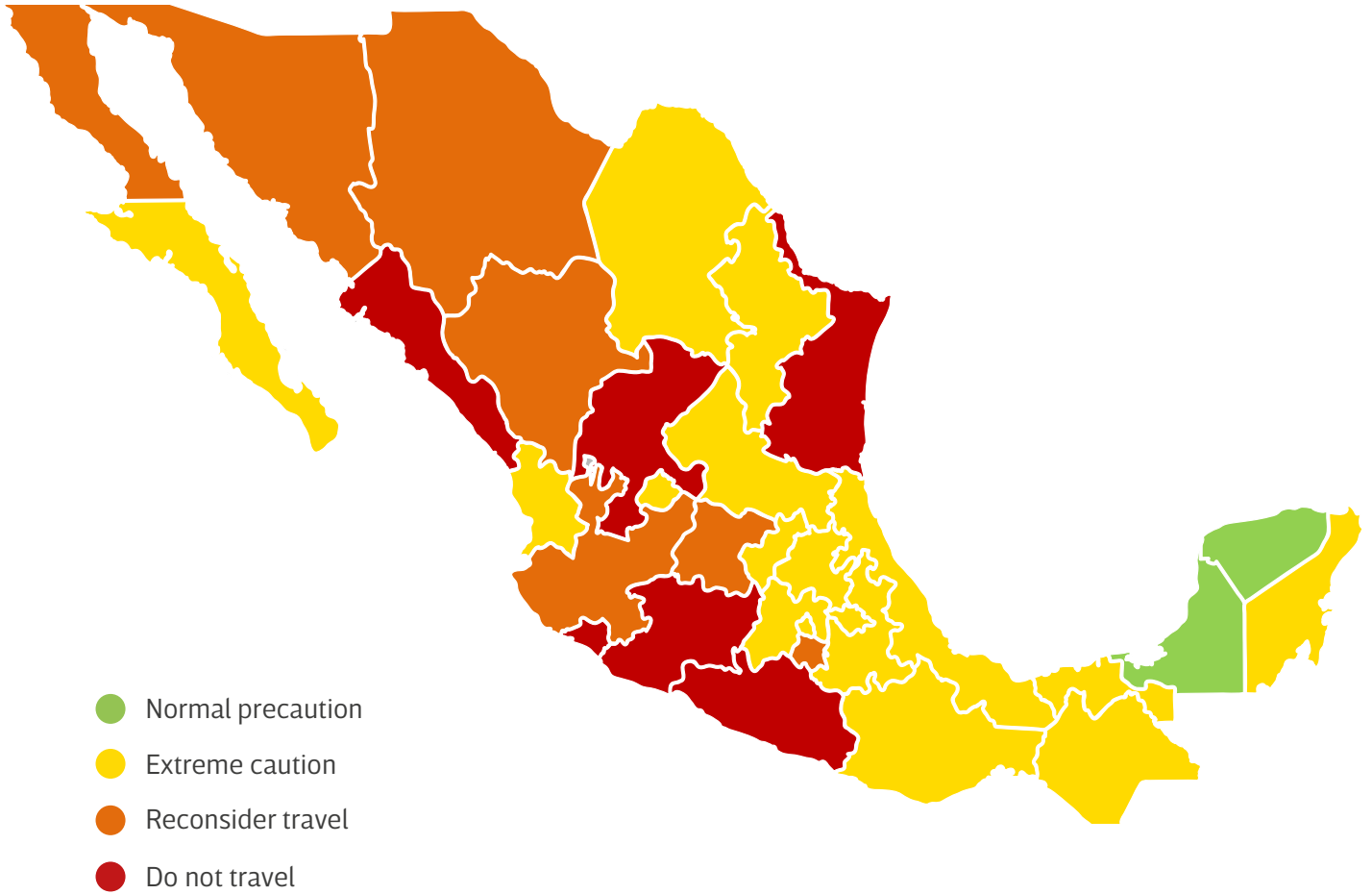
1.3 Tourist security in Mexico

The economic impact of tourism in Mexico makes it one of the sectors that demands attention. For this reason, given the different contexts of insecurity in the country, local governments have detected the need to strengthen the security of tourists traveling throughout the territory.

According to 2023 data, the crime rate per 100,000 inhabitants at the national level was 1,656 (SESNSP for *Secretariado Ejecutivo del Sistema Nacional de Seguridad Pública* and CONAPO for *Consejo Nacional de Población* in Spanish). The worsening of security problems, especially in the country's northern states, negatively impacts the region's tourist development. Although the country ranks among the top tourist destinations in the world, the international image of Mexico emphasizes the risks of traveling through this territory. Various business executives in the national tourism sector have identified this international image as a factor that negatively affects international tourists' arrival, mainly from the United States and Canada (*Banco de México*, 2024).

These two neighboring countries have recently issued travel warnings due to insecurity in Mexico. Currently, the United States has activated security warnings in virtually all states of the country (see map 1), ranging from taking normal precautions to not traveling (U.S. Department of State, 2024). Canada, for its part, recommends exercising extreme caution, specifically suggesting avoiding travel to Guerrero and non-essential travel to Chihuahua, Colima, Coahuila, Durango, Guanajuato, Michoacán, Morelos, Nayarit, Nuevo León, Sinaloa, Sonora, Tamaulipas, and Zacatecas (Government of Canada, 2024).

Map 1. Precaution level when traveling to Mexico, by state (2024)



Source: U.S. Department of State, 2024.

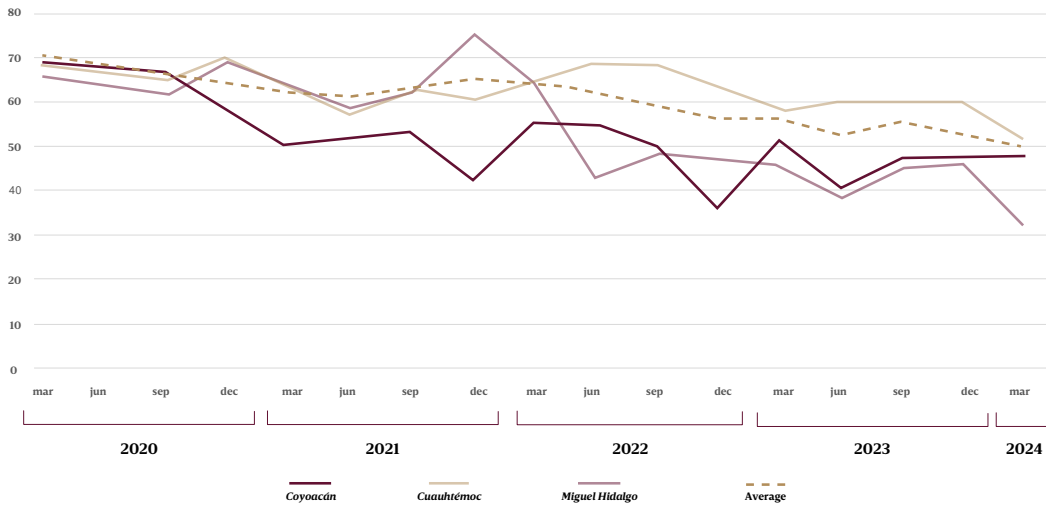
The security alerts issued by these countries are related to the increasing crime rate. They mainly highlight crimes such as homicides, robbery, kidnapping, extortion, sexual assaults, and drug trafficking.

1.4 Tourist security in Mexico City

As can be seen, Mexico City does not escape the economic benefits of the country's tourism sector. This, in turn, implies assuming responsibilities for developing specific public policies as it is one of the main tourist destinations and transit points for national and international tourists. Based on data from 2024, Mexico City is not a high-risk destination, which may be linked to the implemented security actions and the improvement in the perception of security by citizens and tourists.

According to INEGI data, the perception of insecurity in boroughs with a high tourist influx has been trending downward since 2020. Chart 1 shows the three boroughs with the highest influx of tourists and quadrants with Tourist Police presence. While *Coyoacán* reported an increase in the perception of insecurity in the first quarter of 2024, this does not surpass the highest points of the previous three years.

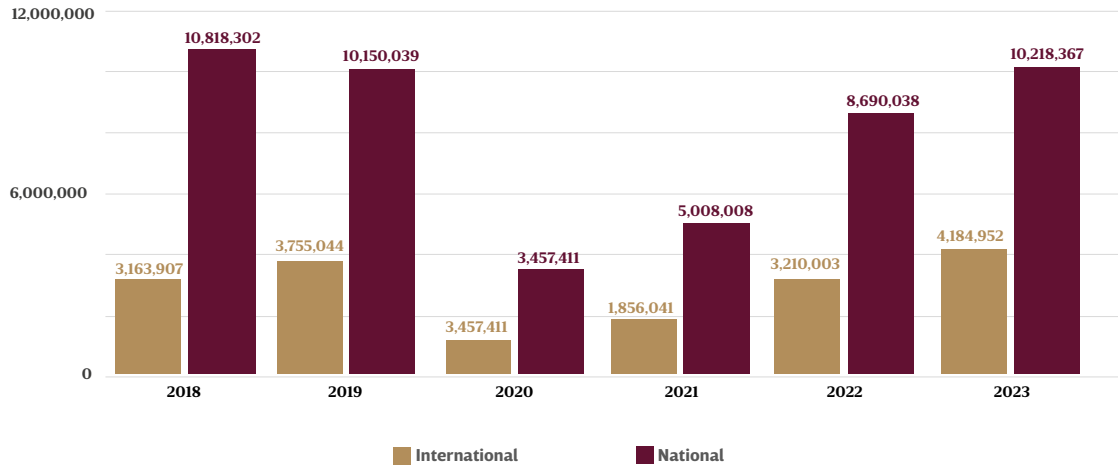
Graph 1. Perception of insecurity in boroughs with the highest tourist influx in Mexico City 2020-2024



Source: own elaboration with data from the National Urban Public Safety Survey 2020 to 2024.

In terms of crime incidence in 2023, Mexico City reported 2,708 crimes per 100,000 inhabitants (SENSP, 2023). It is important to note that criminal behavior and the perception of insecurity have not limited the tourist influx in the City.

Graph 2. Total national and international tourists in Mexico City 2018 - 2023



Source: own elaboration with information from the database of Tourists hosted in hotels in Mexico City from SECTUR CDMX.

As shown in the chart, the total number of tourists in 2023 exceeded that of 2019, and the number of international tourists increased compared to the year before the COVID-19 pandemic. Thus, tourism activity has begun to recover after confinement and maintains an upward trend (see chart 2).

Therefore, given its significant economic impact, the country's capital cannot ignore the pending security challenges and the importance of strengthening the development of tourism activity. **In this context, the ssc of Mexico City created the Tourist Police, a specialized unit to enhance the security policy oriented towards tourism in the largest city in the country.**



2. EVOLUTION OF THE TOURIST POLICE IN MEXICO CITY



2.1 Origins of the Tourist Police Model

There have been various efforts in Mexico City to establish a Tourist Police. In 2005, the first project to form a Tourist Police in the capital began. However, it wasn't until April 2014 that Agreement 16/2014 was issued, establishing the Protocol for the Operation of the Public Security Secretariat of the Federal District for Tourist Assistance and Security in Mexico City (*Secretaría de Seguridad Pública del Distrito Federal para la Atención y Seguridad al Turismo en la Ciudad de México* in Spanish). The publication resulted from prioritizing tourism activity as a Government Policy (*Gaceta Oficial del Distrito Federal*, 2013) in the then Federal District⁶ (DF for *Distrito Federal* in Spanish).

The general guidelines of the Operation Protocol established that the Tourist Police would be the specialized body providing assistance and guidance to national and foreign tourists in the DF's tourist sites. Additionally, it aimed to prevent administrative offenses or acts likely constituting a crime. It was also stipulated that the Subsecretariat of Institutional Development and the Technical Institute of Police Training (*Subsecretaría de Desarrollo Institucional y el Instituto Técnico de Formación Policial* in Spanish) would train police personnel in tourist assistance and security (Agreement 16/2014, 2014).

Although Agreement 16/2014 prioritized tourist protection, the specialized tourist assistance body was separate from the ssc's organic structure. However, to comply with the government policy, elements of the Preventive Police were selected, assigned with a white shirt and navy-blue pants uniform, and concentrated their operations in the *Zona Rosa* of the *Cuauhtémoc* borough with tourist assistance modules.

The first concrete initiative to create a tourist-focused police had positive effects; however, the lack of institutionalization within the ssc's organizational structure led to its disbandment as a specialized body. During the administration of Omar García Harfuch, the integration of the Tourist Police was resumed. On November 29, 2019, the Tourist Police was created as a specialized body in tourist security in Mexico City. A new Agreement⁷ subordinated the Tourist Police to the Subsecretariat of Citizen Participation and Crime Prevention (*Subsecretaría de Participación Ciudadana y Prevención del Delito* in Spanish), which, at that time, was headed by Pablo Vázquez Camacho.



Tourist Police officers on crime prevention patrols around the Chapultepec Park.

⁶ Now Mexico City (CDMX).

⁷ Agreement 77/2019, creating the Tourist Police as a specialized body in tourist security in Mexico City.

Additionally, the Chief Administrative Office was defined as the area responsible for organic restructuring, updating, and reforming the necessary administrative and regulatory elements. In this context, Manuel Flores Sonduk was appointed as the first General Director of the Tourist Police. At that time, the main task was to begin structuring and operating the Tourist Police.

The profile of the then-director of the Tourist Police was necessary for the beginnings of the specialized body since Manuel Flores Sonduk had previously led the implementation of the Tourist Police Model in Acapulco, Guerrero. That police force's vision adopted the principles of community policing, focusing on

connecting with national and international tourists. To distinguish the Tourist Police of Mexico City from preventive police officers, the elements were uniformed with a sky-blue shirt and khaki pants, similar to their counterparts in Acapulco. **Currently, the uniform has become a distinctive symbol of this police body**, which adopted the principles of community policing to provide attention and accompaniment to tourists.



Tourist Police officer on patrol for crime prevention and administrative offenses around the *Alameda Central*.

2.2 Beginning of the implementation of the Tourist Police

In 2020, the implementation of this specialized tourist security unit was affected by the COVID-19 pandemic. National and international tourist activity practically came to a halt. In this context, the priority was to address the health contingency, so many of the elements assigned to the Tourist Police were reassigned to other activities.

At the end of 2020, with strict health restrictions, some commercial and tourist activities began to resume. At that time, the areas of *Polanco* and *Polanquito* were affected by high-impact crimes such as robbery and homicide, which had an international impact on the restaurant and business association (see Pantoja, 2020; *Milenio*, 2020; and *Infobae*, 2020). Therefore, Tourist Police elements were deployed in the area, responding also to the beginning of a relationship with the private sector, specifically with the National Chamber of the Restaurant and Seasoned Food Industry (CANIRAC for *Cámara Nacional de la Industria de Restaurantes y Alimentos Condimentados* in Spanish) and an organized group of restaurateurs, who donated uniforms and equipment to the Tourist Police. Together, they promoted the Tourist Police Activities Program to assist tourists and increase security and surveillance in the *Polanquito* area (SECTUR, 2020).

At the end of Manuel Flores Sonduk's term and during the decline of the COVID-19 pandemic, the Tourist Police faced challenges in its structure and capabilities. The unit, which had started with 300 police officers, was weakened with only 77 assigned elements (59 operational, 4 administrative, and 14

structural). The lack of sufficient personnel limited operations in the *Polanquito* area. Other main problems faced by the Tourist Police included a lack of a defined hierarchy and varying personnel schedules, which caused confusion among the elements and challenges in personnel deployment (Aceves, 2021).

In November 2021, Paola Aceves Sandoval assumed the General Directorate of the Tourist Police. The primary mission at the beginning of her administration was re-articulating the Tourist Police to continue its implementation and consolidation. To this end, the process of institutionalizing the unit within the ssc began to be promoted to prevent it from disappearing in future administrative changes. Additionally, the linkage and international projection of the Tourist Police were prioritized, with various approaches made to other tourist police forces in the continent, such as those of Colombia and Ecuador. Additionally, forums and training sessions were held, strengthening the knowledge of the ssc Tourist Police in Mexico City.

The shift in context positioned the Tourist Police as a key priority in Mexico City's security strategy. The issue's relevance led to the consultation and adoption of good practices from tourist police experiences in cities like New York, emphasizing the importance of having professionalized elements capable of communicating with different international tourists visiting the country.

2.3 Rearticulation of the Tourist Police

The Tourist Police's reorganization process began with an exhaustive diagnosis of tourism in the capital to define Mexico City's needs regarding tourist security. In response to the analysis findings, the then Secretary of Citizen Security, Omar García Harfuch, and Subsecretary of Citizen Participation and Crime Prevention, Pablo Vázquez Camacho, endorsed implementing a new Strategic Plan for the Tourist Police.

The Plan considered the following axes:

- 1. Expansion:** A gradual expansion strategy was proposed for other tourist-involved areas of Mexico City. Consequently, more newly graduated elements from Mexico City's Police University (UPCDMX for *Universidad de la Policía de la Ciudad de México* in Spanish) were assigned to the Tourist Police.
- 2. Equipment:** The goal was to have the essential resources for police operation, such as uniforms, ballistic vests, radios, weapons, and vehicles.
- 3. Dissemination:** A dissemination strategy was developed to increase the visibility and public knowledge of the Tourist Police's work and services.

The implementation of these axes aimed to rearticulate the Tourist Police by strengthening management activities with administrative and operational areas to define a clear structure and functions for the elements. Additionally, the objective was to position the elements on the streets, implementing operational strategies that allowed the tourist police officers to be in direct contact with tourists and tourist service providers to improve the perception of tourist security.



DISPOSITIVOS DE SEGURIDAD

- RECUPERACION DE VEHICULOS.
- RECUPERACION DE ESPACIOS PUBL.
- CONTROL EN PUNTO DE ENTRADA EN ZONAS HOTELES Y RESTAURANTERA
- PASAJEROS
- ESPACIOS
- BRIGADA DE CALLES
- COORDINACION MODELO TURISTICO

3. OBJECTIVES AND STRATEGIES OF THE TOURIST POLICE

3.1 Definition and goals of the Tourist Police

Currently, the Tourist Police of Mexico City is a specialized security body dedicated to ensuring the safety and well-being of national and international tourists visiting the Mexican capital, as well as tourist service providers. Its main objective is to prevent and deter administrative offenses and crimes to promote a safe and peaceful environment in the city's various tourist destinations.

In line with its function as a specialized tourist security body, the institution has defined the following goals that guide its actions towards protecting and promoting a safe environment for visitors and tourist service providers:

- Prevent the commission of crimes in tourist areas.
- Dismantle criminal groups that target tourists and tourist locations.
- Increase efficiency and overall productivity through referrals to the Public Ministry and Civic Courts to improve security in tourist areas.

To achieve these goals, the Tourist Police implements the following lines of action based on the community policing approach established by the SESNSP.

- **Social proximity:** This type of policing fosters positive interaction with the tourist and local community, establishing trust and collaboration relationships to prevent and resolve security problems.
- **Crime prevention:** Develop proactive strategies to prevent crimes in tourist areas through preventive patrols, surveillance, and a deterrent presence.
- **Tourist guidance in different languages:** Provides personalized assistance and guidance to visitors in various languages, facilitating their experience in the city and promoting a safe environment.

According to SESNSP, community policing is a police management mechanism and philosophy prioritizing proximity and direct interaction with the community, recognizing that security is collectively built (2020). This approach has been adapted for each priority action the ssc Tourist Police of Mexico City must carry out (see Table 1) and fulfilled through various strategies and operations.

Table 1. Principal activities of the SSC Tourist Police in Mexico City

1	Contribute to preventing the commission of crimes and safeguarding the integrity of the population, especially tourists and tourist service providers.
2	Carry out community policing and community engagement actions to ensure and maintain the trust of tourists, tourist service providers, and the general public.
3	Guide tourists, receive, and/or channel complaints or reports they submit.
4	Contribute to the development, surveillance, and control of tourist sites.
5	Support tourism promotion efforts.

Source: own elaboration with information from Agreement 77/2029.



Tourist Police officers in community policing and tourist guidance tasks

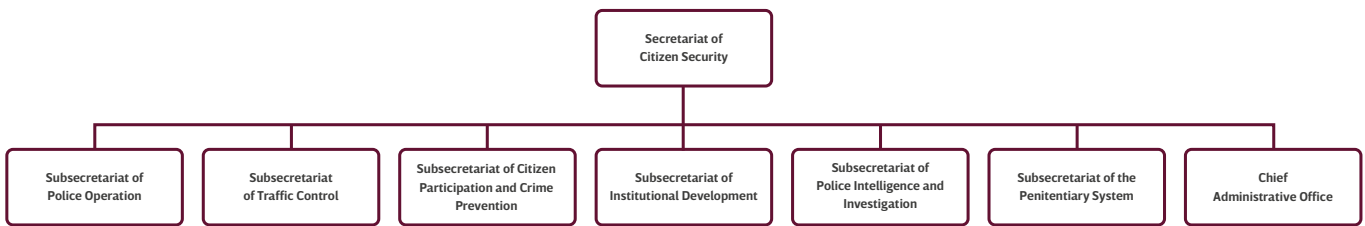


Tourist Police officers in community policing and tourist guidance tasks

3.2 Organizational structure and functions of the Tourist Police

As previously mentioned, the Tourist Police depends on the Subsecretariat of Citizen Participation and Crime Prevention, currently headed by Paulina Salazar Patiño. This area aims to establish institutional guidelines, policies, and programs on citizen participation and crime prevention. In turn, the Subsecretariat directly reports to the ssc, currently led by Pablo Vázquez Camacho, and is responsible for preserving and protecting public order, personal integrity, and public property. Additionally, it coordinates with different government levels to ensure security and citizen participation in Mexico City.

Figure 1. Organizational chart of the ssc of Mexico City

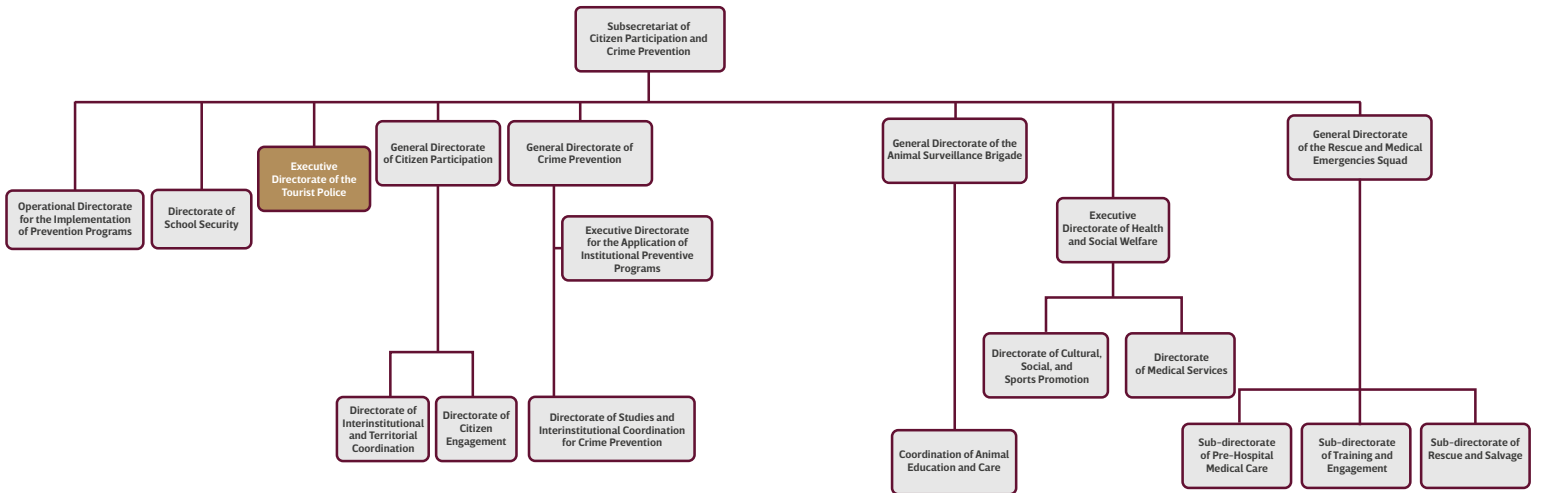


Source: own elaboration based on Report Number: D-SSC-11/211123. Organic Structure of the SSC⁸.

The formal integration of the Tourist Police into the organic structure of the ssc was carried out in 2023. The specialized body was incorporated as one of the areas of the Subsecretariat of Citizen Participation and Crime Prevention as the Executive Directorate of the Tourist Police (*Dirección Ejecutiva de la Policía Turística* in Spanish) (see Figure 2).

⁸For illustrative and summary purposes, the organizational chart only reflects the six central departments of the SSC of Mexico City.

Figure 2. Organizational Chart of the Subsecretariat of Citizen Participation and Crime Prevention

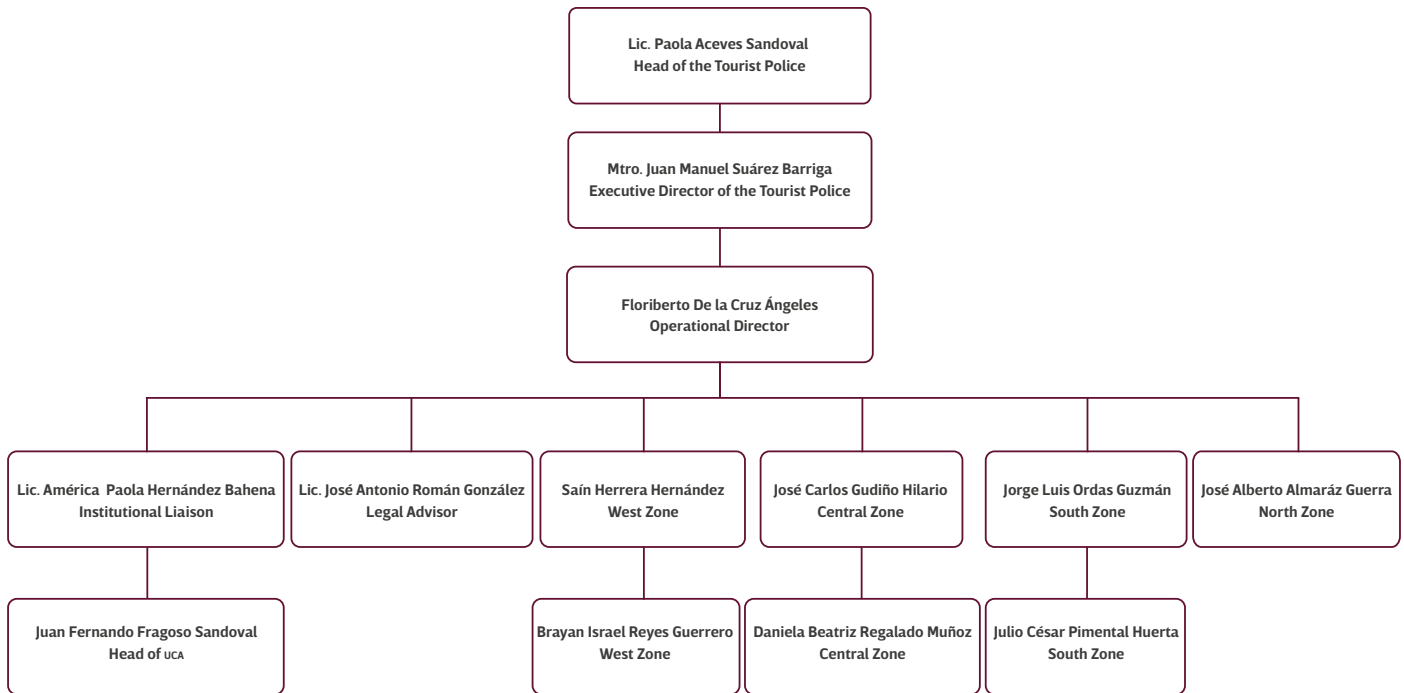


Source: own elaboration based on Report Number: D-SSC-11/211123. Organic Structure of the SSC⁹.

⁹ For illustrative and summary purposes, only levels 1 and 2 of the administrative units comprising the Subsecretariat of Citizen Participation and Crime Prevention have been included.

For operational purposes, the Tourist Police has been organized as follows (see Figure 3). It should be noted that the structure has yet to be officially recognized at the time. However, it is outlined in the ssc Administrative Manual, and the integration of its entire operational organization is ongoing.

Figure 3. Operational Organization of the ssc Tourist Police of Mexico City



Source: own elaboration with information provided by the Head of the Tourist Police.

As can be seen, the Tourist Police’s leadership is under the command of Paola Aceves Sandoval, who operationally directs other elements with specific functions. Below is a table summarizing the responsibilities of the principal commanders and other relevant areas of the Tourist Police.

Table 2. Responsibilities of the commanders and relevant areas of the SSC Tourist Police of Mexico City

<p>Lic. Paola Aceves Sandoval Head of the Tourist Police</p>	<p>Develops and implements the Tourist Police's security plan, including planning strategies and operations and formulating orders and strategic actions. She is also responsible for representing the corporation she leads before various entities and authorities, such as museums, restaurants, public officials, embassies, and consulates. This role also involves listening and providing feedback to the various actors engaged in tourist security and reporting to her superiors on the results obtained in different work areas.</p>
<p>Mtro. Juan Manuel Suárez Barriga Executive Director of the Tourist Police</p>	<p>Coordinates both administrative and operational functions of the Tourist Police. In summary, he is responsible for ensuring compliance with the instructions of the Head of the Tourist Police in all areas of the institution. He also conducts daily supervision activities to ensure that all units are performing their functions correctly.</p>
<p>Floriberto de la Cruz Ángeles Operational Director</p>	<p>Manages and supervises all operational activities carried out by the Tourist Police elements in the field, ensuring effective deployment and coordination of operational resources to guarantee efficiency in task execution. Additionally, he monitors the proper functioning of the various services of the Tourist Police within his jurisdiction, supervising the maintenance of the chain of command and the corresponding principle of authority. This is done to ensure task fulfillment and effective results in citizen security.</p>
<p>Lic. América Paola Hernández Bahena Institutional Liaison</p>	<p>Facilitates decision-making through the control and systematization of information from the Tourist Police. She also safeguards and manages internal documents developed by the institution, ensuring proper storage of all operational documents.</p>
<p>Lic. José Antonio Román González Legal Advisor</p>	<p>Supervises and applies the regulations and police procedures within his area of competence, managing and controlling the legal documents and procedures of the Tourist Police. He is also responsible for providing legal responses to any issues involving the Tourist Police.</p>
<p>Zone Sub-Directorates</p>	<p>Coordinate and supervise regular and extraordinary services in tourist areas and apply techniques and tactics in implementing security devices. This also involves ensuring elements are correctly positioned and performing their assigned functions</p>
<p>Personnel Responsible for the Public Information System (SIP for Sistema de Información Pública in Spanish)</p>	<p>Collects, processes, and presents information from operational elements in Tourist Police public areas. This includes transforming collected data into periodic reports that reflect the activities and results of daily operations.</p>
<p>Personnel Responsible for the Departmental Administrative Control Unit (UCA for Unidad Departamental de Control Administrativo in Spanish)</p>	<p>Carry out logistical procedures before the corresponding Administrative Units to supply Operational Units with the necessary requirements and support, ensuring that personnel and equipment are in optimal conditions to fulfill their functions. They also conduct activities related to managing human and material resources, involving supervising armory personnel and vehicle control; they manage, maintain, and supply authorized firearms, ammunition, vehicles, and equipment.</p>
<p>Personnel Responsible for the Departmental Base Unit</p>	<p>Receive, concentrate, and follow up on requests for attention, guidance, support, assistance, linkage, emergency, and/or accompaniment. They also channel tourists to the corresponding authorities.</p>

Source: own elaboration with information provided by the Head of the Tourist Police.

Each area plays a vital role in the management and execution of security operations. **Administrative areas provide necessary support for resource management and operation coordination, while operational areas implement strategies in the field and respond to emergencies.** The combination of both is crucial for the proper and effective functioning of Tourist Police.



Tourist Police undergoing armament process

3.3 Professionalization of the Tourist Police



Tourist Police elements in a training course

Operational elements joining the Tourist Police undergo the same initial training process as the rest of the cadets at the UPCDMX. The institution receives all applicants who aspire to serve as police officers for the SSC of Mexico City. The training lasts six months, preparing them to develop the necessary skills for police functions. In the final stage of training, the UPCDMX selects individuals with the most suitable entry profile to join the Tourist Police and provides them with an initial general course on tourist security. Once the elements are officially appointed as police officers and selected to serve in the Tourist Police, they undergo more extensive and specialized training to fulfill their duties.

Below are the main points related to the entry profile, graduation profile, topics of the induction course, and thematic content of the specialization course in Tourist Police.

a) Entry profile

In addition to meeting the entry requirements established by the UPCDMX (UPCDMX 2024), it is sought that individuals joining the Tourist Police meet the following characteristics:

- Ability to communicate in English or another relevant language for tourism.
- Preferably having an academic background in tourism or work experience in tourism sectors such as hospitality, restaurants, or museums.
- Age primarily between 19 and 35 years.
- Communication skills and ease of speech, especially in social proximity situations involving dialogues with national and international tourists.

b) Graduation profile

The graduation profile of Tourist Police officers is designed to ensure that graduates possess the necessary skills to perform their duties effectively and professionally. Below are the skills and knowledge that police officers acquire upon completing their training:

- Apply their physical conditioning skills for optimal job performance.
- Apply police defensive techniques in strict adherence to the principles of the use of force established in the National Law on the Use of Force (*Ley Nacional sobre el Uso de la Fuerza* in Spanish).
- Apply techniques for handling non-lethal weapons appropriately.
- Know and observe the required norms and formalities in different contexts as a reference for police discipline.
- Use firearms responsibly as tools to address situations that require their use.
- Apply the current regulatory framework in tourist security for professional performance.
- Act per constitutional principles, contributing to preserving freedom, order, and public peace, as well as safeguarding personal and third-party integrity.
- Tourist Police providing timely assistance to citizens, adopting a proactive approach in their tourist security functions.
- Provide tourist security following the procedures, protocols of action, and constitutional principles governing their performance.
- Possess knowledge of the tourism context in Mexico to provide appropriate attention to tourists.
- Apply techniques for crisis management caused by various situations that may arise during their duties.

- Collaborate with support services and assist in situations of risk or danger to people's lives.
- Offer first-instance attention to visitors in tourist destinations in case of contingencies or disruptive events.

c) General topics of the tourist security induction course

The Executive Directorate of the Tourist Police offers a 12-hour induction course on tourist security. The sessions cover the following topics:

- Tourist security in Mexico City.
- General objectives of tourist security in Mexico City.
- Regulatory framework for tourism in Mexico City.
- Profile and daily responsibilities of a Tourist Police officer.
- Distinctive elements of the Tourist Police.
- Zones of responsibility.
- Actions and strategies of the Tourist Police.

d) Thematic content of the specialization course in tourist security.

The course is 12 hours long and taught by the structural commanders of the Tourist Police. The topics, which are presented below, have a theoretical and a practical part:



Tourist Police elements providing guidance to a tourist

Table 3. Theoretical framework of the course

Tourism regulation	Study current tourism regulations, including relevant laws, regulations, and ethical codes.
Social proximity and citizen security	Training in community interaction strategies and public safety approaches, promoting citizen participation and crime prevention.
Police conduct in tourist security	Develop skills and protocols for police intervention in tourist assistance tasks and in detaining individuals for administrative offenses or crimes.
Tourism in Mexico City	Knowledge of the local tourism context, including resources, services, and government agencies related to tourism in Mexico City.
Communication skills in English for tourism	Develop language skills in English for effective communication with tourists and international collaborators, covering everyday situations and emergencies.

Source: own elaboration with information provided by the Head of the Tourist Police.

Table 4. Practical framework of the course

Tourist Police	Organization and deployment in tourist areas, including roll call and inspection processes, as well as supervision of patrol units in these areas.
First aid	Acquisition of skills in handling medical emergencies, from activating emergency services to providing initial care to the injured.
Operation of the Tourist Attention Center	Procedures and administrative functions for the proper operation of the tourist attention process.
Specialized Public Ministry Agency for Tourist Assistance	Accompaniment, guidance to tourists, and steps for closing the attention cycle.
Eagle Code	Implementation and protocols of the Eagle Code in various tourist settings such as embassies, consulates, hotels, and restaurants.
History of Mexico City	Knowledge of the tourist geography and available services in Mexico City through guided tours.
Tourist devices	Specific operational strategies include: "safe spaces for tourism" operations, "safe passenger" operations, and museum security.

Source: own elaboration with information provided by the Head of the Tourist Police.



Tourist Police officers on a training tour about the history, architecture, and culture of Mexico.

Practical training is fundamental and one of the key areas that has been significantly strengthened within the Tourist Police. It allows officers to acquire in-depth knowledge about the tourist and cultural sites of Mexico City. Through on-site tours and detailed explanations, tourist police officers immerse themselves in the history, architecture, and culture of the capital, providing them with a solid foundation to interact with tourists in an informed and professional manner.

Some Tourist Police officers have received training in other countries, such as the United States, Ecuador, Colombia, Costa Rica, the Dominican Republic, Argentina, and Brazil. This international training has allowed them to deepen their understanding of tourism security of tourist security and learn about other practices.

Additionally, close collaboration with tourist service providers has significantly strengthened the capabilities of the Tourist Police. Through joint projects and tours organized by museums, tourist associations, and private guides, operational elements gain a broader and more detailed understanding of the city's tourist destinations. This engagement enriches the officers' knowledge and builds trust among service providers, who see the Tourist Police as allies in promoting safety and tourism in Mexico City.



Tourist Police officers conducting the Eagle Code operation in a hotel in Mexico City



4. OPERATIONAL IMPLEMENTATION OF THE TOURIST POLICE

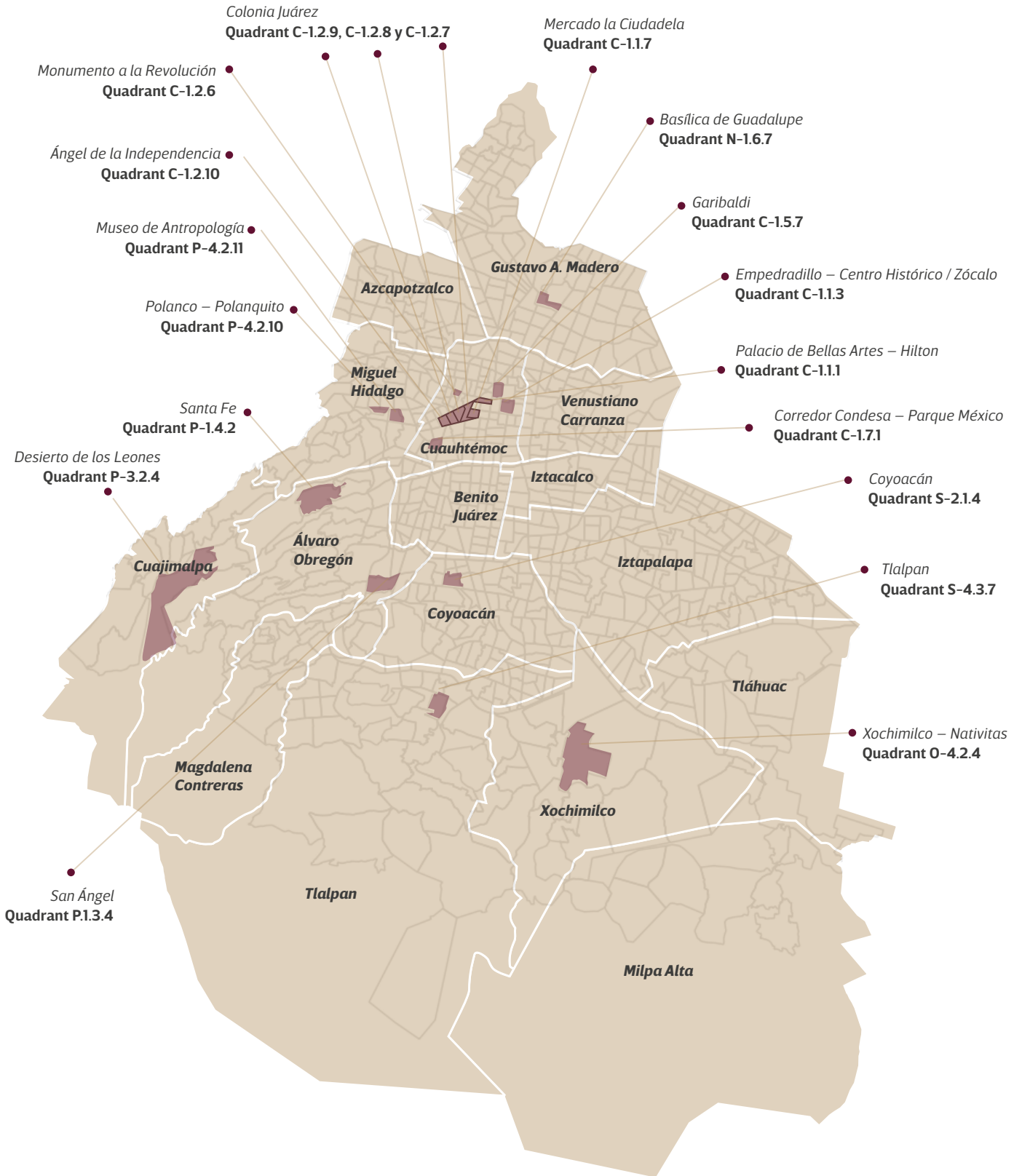
4.1 Operational deployment

In its operations, **the Tourist Police of Mexico City is present in 8 boroughs** divided into 5 zones, with specific micro-quadrants established within them (see Table 5).

Table 5. Territorial deployment of the SSC Tourist Police of Mexico City		
Zone	Boroughs	Quadrant
North Zone	Gustavo A. Madero	<i>Basílica de Guadalupe</i> Quadrant N-1.6.7
Center	Cuauhtémoc	<i>Empedradillo – Centro Histórico / Zócalo</i> Quadrant C-1.1.3
		<i>Palacio de Bellas Artes – Hilton</i> Quadrant C-1.1.1
		<i>Monumento a la Revolución</i> Quadrant C-1.2.6
		<i>Corredor Condesa – Parque México</i> Quadrant C-1.7.1
		<i>Ángel de la Independencia</i> Quadrant C-1.2.10
		<i>Mercado la Ciudadela</i> Quadrant C-1.1.7
		<i>Garibaldi</i> Quadrant C-1.5.7
		<i>Colonia Juárez</i> Quadrant C-1.2.7, C-1.2.8, C-1.2.9 y C-1.2.10
West	Miguel Hidalgo	<i>Polanco – Polanquito</i> Quadrant P-4.2.10
		<i>Museo de Antropología</i> Quadrant P-4.2.11
	Cuajimalpa	<i>Desierto de los Leones</i> Quadrant P-3.2.4
		<i>Santa Fe</i> Quadrant P-1.4.2
	Álvaro Obregón	<i>San Ángel</i> Quadrant P.1.3.4
East	Xochimilco	<i>Xochimilco – Nativitas</i> Quadrant O-4.2.4
South	Coyoacán	<i>Coyoacán</i> Quadrant S-2.1.4
	Tlalpan	<i>Tlalpan</i> Quadrant S-4.3.7

Fuente: Source: Own elaboration with information provided by the Head of the Tourist Police.

Map 2. Presence of the Tourist Police by Borough (2024)



The main objectives of the territorial division by “micro-quadrants” in Mexico City are to distribute responsibilities, ensure more excellent coverage, exercise territorial control, ensure timely operational response, reduce response time to emergencies, and maintain constant and focused patrolling on tourist security.

The definition of territorial deployment was made by considering the following elements for the sectorization of proximity policing as established by the SESNSP (2020).

a) Characterization of the territory: A detailed analysis of the territory was conducted where the main tourist sites of Mexico City were identified, as well as the times and days of the most significant tourist influx. This was achieved through 1) studying quantitative information such as crime incidence analysis, 2) reviewing travel advisories issued by other countries, and 3) conducting direct work sessions with tourist service providers. Interaction with these stakeholders provided valuable feedback, where needs were shared, and critical attention areas were identified. For example, meetings with hoteliers and restaurant owners provided vital information about areas with recurrent problems, such as crimes in specific zones or incidents related to disruptive behavior in tourist establishments. Close collaboration led to better geographical coverage and greater efficiency in addressing specific problems in tourist areas.



b) Resource management: One of the main challenges for police forces is the efficient management of limited resources. Aware of this reality, the Tourist Police have prioritized critical areas where tourist presence is high or has a higher incidence of crime. As more elements have been integrated, the distribution has been adjusted according to the relevance of the areas, assigning more personnel to areas with a higher concentration of tourist points and visitors. This approach has allowed for gradual expansion and more efficient resource distribution.

c) Definition of Control Segments: To optimize operational effectiveness, each element has received a specific assignment of responsibilities and patrol areas. The territorial division and a clear definition of control segments have facilitated proximity to tourists and strengthened the proximity strategy. By assigning direct responsibility for specific problems in each area, greater efficiency in incident response and an increased capacity to respond to emergencies have been achieved.

4.2 Force status

The Tourist Police's current force status is 150 elements, working shifts from 8:00 AM to 9:00 PM in two blocks (shifts A and B) and a 24-hour work shift with 48 hours off. **Daily deployment includes approximately 35 to 40 elements distributed in the above-mentioned zones and quadrants.** The

elements patrol in pairs, consistently reporting to a zone sub-director.

Part of the operational deployment involves assigning bilingual personnel to specific points known to receive national and international tourists who speak languages other than Spanish. This measure ensures that the Tourist Police are prepared to meet the linguistic needs of all visiting communities, thus promoting an inclusive and respectful tourist experience.

4.3 Operational strategies

Considering the tourist characteristics of Mexico City and the joint work with tourist service providers, **the Tourist Police have implemented the following operational security strategies:**

Eagle code: The Tourist Police conduct daily visits to embassies, museums, hotels, and restaurants. The officers present themselves and **establish direct contact with the staff of these establishments to verify their security and offer support if needed.** They are provided with the number of the Tourist Attention Center, available 24 hours a day, 365 days a year. Additionally, valuable information about potential security issues or risk situations that may affect tourists is collected.



Tourist Police officer conducting the Eagle Code at a restaurant



JW MARRIOTT

MEXICO CITY POLANCO



Tourist Police officer conducting the Eagle Code at a hotel

Museum Operations: A command post coordinates the actions of the Tourist Police, primarily during periods with the highest visitor presence. Measures implemented include **placing strategic surveillance points, close communication with museums and emergency services,** and patrols to detect potential risks or criminal situations.



Tourist Police officers conducting the Museum Operation

Safe Passenger: The Tourist Police conduct proximity operations with tourist services such as *Capital Bus* to ensure passenger safety. During these operations, officers board the units to interact directly with tourists, provide safety recommendations, share information about the services offered by the Tourist Police, and provide communication channels such as the “*Mi Policía*”¹⁰ app, the contact number, and the location of the Tourist Attention Center.



Tourist Police conducting the Safe Passenger Operation

¹⁰ It is a smartphone application designed to bring police services closer to citizens and reduce emergency response times to less than three minutes. (SSC CDMX, 2024).

Strategy for Assisting People in Street Situations: This strategy is carried out in collaboration with the Secretariat of Inclusion and Social Welfare (SIBISO for *Secretaría de Inclusión y Bienestar Social de la Ciudad de México* in Spanish), ensuring full respect for human rights and the integrity of public servants and people in street situations. The Tourist Police accompany SIBISO personnel to offer services and support to these individuals in tourist areas to cover their basic needs, such as food and shelter.

Additionally, temporary employment programs and other government initiatives are promoted to provide opportunities for labor integration. The main objective is to reduce violence and drug consumption in these areas through prevention and comprehensive care actions.







Tourist Police Officer accompanying SIBISO personnel in assisting people in street situations

Safe Spaces for Tourists: Inspection tours and police presence are implemented in strategic locations such as *Alameda Central* to prevent incidents and ensure a safe environment for tourists. During these tours, in-person inspections are carried out to detect possible infractions or risk situations, and the police presence is reinforced to deter crime and provide reassurance to visitors.

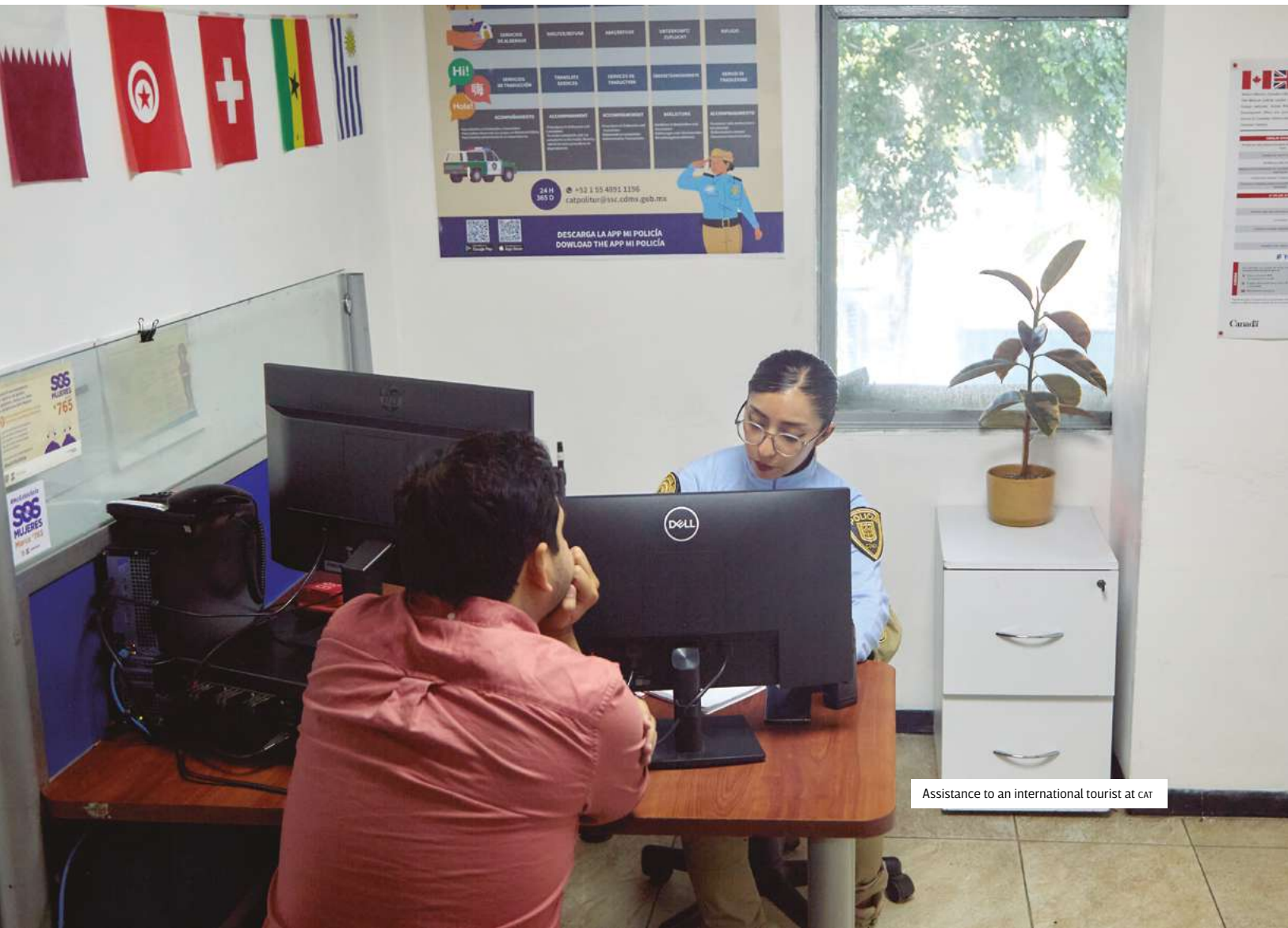
Coverage in Tourist Events: Comprehensive coverage is provided through presence and patrolling at tourist events such as concerts, sports events, religious celebrations, shows, fairs, festivals, conferences, etc.

All activities carried out by the Tourist Police adhere to the regulations governing the ssc of Mexico City and all the current Police Action Protocols in Mexico City, such as the National Protocol for Police Action in Cases of Violence Against Women and Femicide, the Secretariat of Public Security Protocol in Mexico City, the Police Action Protocol of the Secretariat of Public Security of Mexico City for Sporting Events “Safe Stadium”, the Police Action Protocol of the Secretariat of Public Security of Mexico City for the Protection of People in the Context of Demonstrations or Gatherings, among others.

Contact Information	
	55-4891-1166
	catpolitur@ssc.cdmx.gob.mx
	Florencia 14. Col. Juárez, Cuauhtémoc, 06600, Mexico City.
	24 hours a day, 365 days of the year.

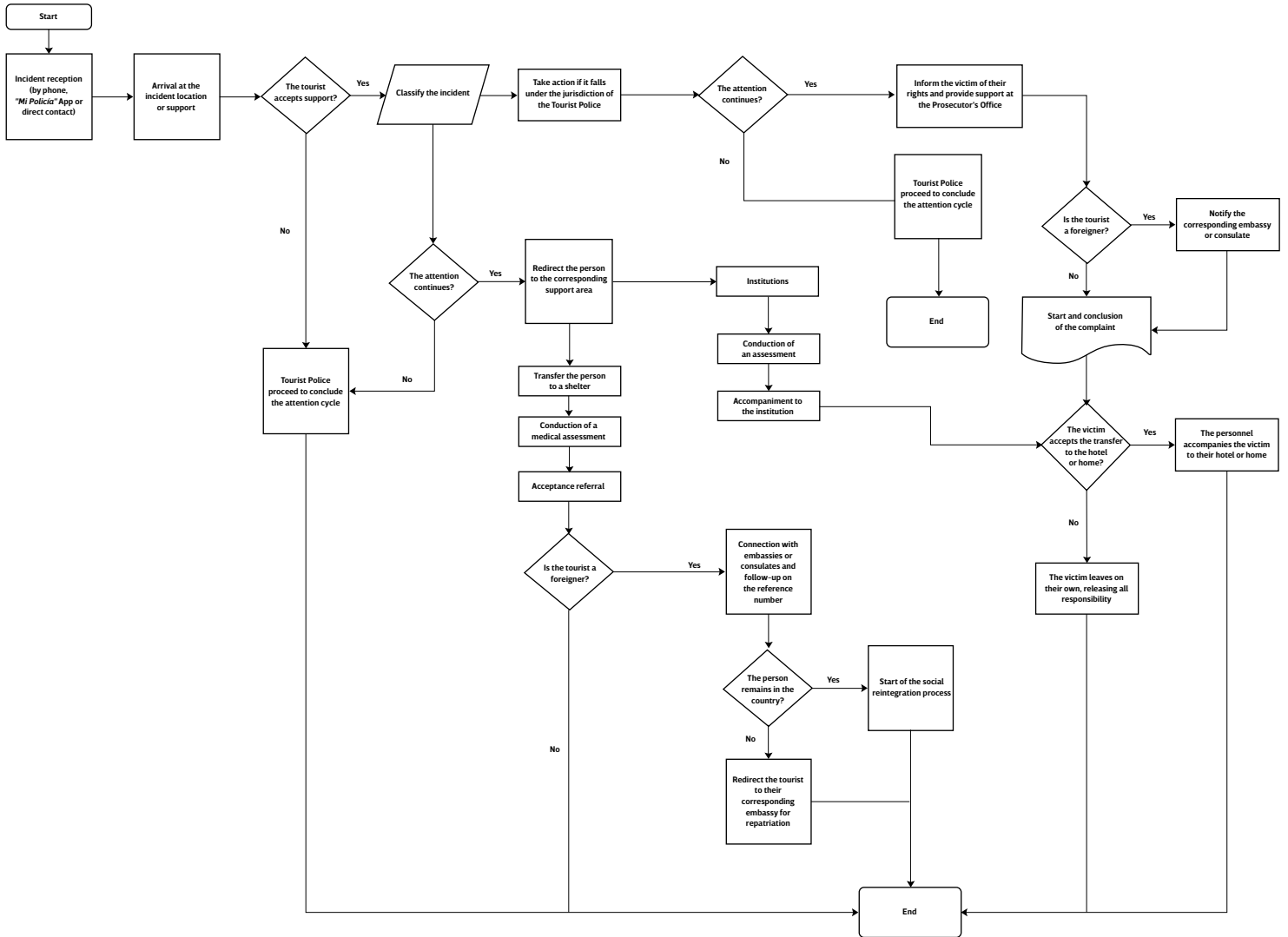
4.4 Tourist Attention Center (CAT)

The Tourist Attention Center (CAT for *Centro de Atención al Turista* in Spanish) is one of the main areas in the operation of the Tourist Police; **it provides empathetic and efficient assistance to visitors in various situations 24 hours a day, 365 days of the year.** The process begins with the reception of the tourist by CAT personnel, followed by an interview to determine their specific needs. Once the problem is understood, the Tourist Attention Cycle is activated, channeling the tourist to the appropriate area according to their need. It can vary from criminal emergencies to document loss or searching for missing family members. Besides the CAT, tourists can request assistance through the “*Mi Policía*” mobile application, 911 calls, or via WhatsApp, allowing a wide range of situations to be addressed (see Figure 4). Each type of request triggers a specific response process from the Tourist Police, who follow up on

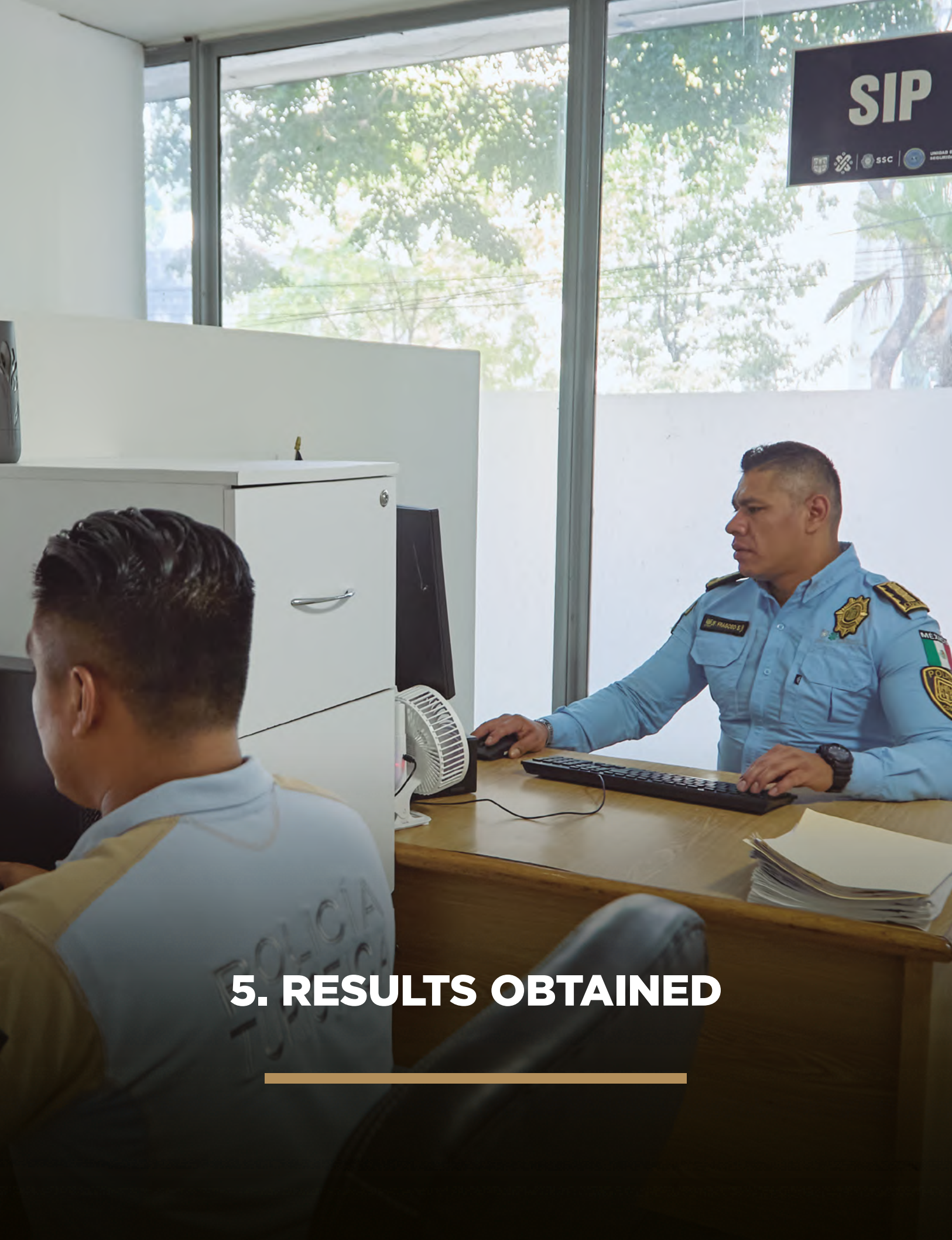


Assistance to an international tourist at CAT

Figure 4. Diagram of the Tourist Attention Center of the ssc Tourist Police of Mexico City



Fuente: own elaboration with information provided by the Head of the Tourist Police.



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5. RESULTS OBTAINED

The operational strategies of the Tourist Police, as mentioned, are aimed at strengthening tourist security and ensuring the well-being of tourists and tourist service providers. Below are the most notable results in three main areas: 1) prevention, attention and detention actions; 2) criminal behavior in quadrants with the presence of the Tourist Police; and 3) satisfaction with the performance of the Tourist Police.

5.1. Prevention, assistance, and detention actions

A) Prevention

Eagle Code: In 2023, 48% more Eagle Code operations were conducted compared to the previous year. This activity consists of daily visits by the Tourist Police to embassies, museums, hotels, and restaurants to verify security and offer support. The increase is due to the strengthening of this initiative, which is driven by greater interest and participation from tourist service providers in proximity visits.

Eagle Code operations conducted by year			
2022	2023	2024*	Total
48,889	72,764	37,397	159,050

* Data from January 1 to May 15, 2024.

Source: own elaboration with information from the Head of the Tourist Police.

Tourist Security Patrols: Refers to the operational strategy of “Safe Spaces for Tourists.” Tourist Police officers conduct prevention and deterrence patrols at key points. From January 1 to May 15, 2024 an average of 14.2 daily patrols were conducted, compared to 11.3 daily patrols during 2023.

Tourist security patrols conducted by year			
2022	2023	2024*	Total
4,439	4,129	1,925	10,493

* Data from January 1 to May 15, 2024.

Source: own elaboration with information from the Head of the Tourist Police.

Strategy of assistance to people in street situations: Raising awareness among people in street situations and offering alternatives for channeling to social programs in Mexico City began in 2022. However, during that year, no count was kept of sensitized individuals. Throughout 2023, 2,650 people were attended to, and in the first five months of 2024, this number increased to 5,888, representing a 122% increase. This increase reflects greater coordination with SIBISO personnel, which has improved the approach and sensitization process.

Assistance to people in street situations by year		
2023	2024*	Total
2,650	5,888	8,538

* Data from January 1 to May 15, 2024.

Source: own elaboration with information from the Head of the Tourist Police.

B) Services of assistance and response



Tourist Attention Center (CAT)

Tourist Assistance: From January 1, 2022, to May 15, 2024 5,694 tourists were assisted by the Tourist Police both at the Tourist Attention Center and in public spaces. In 2023, the number of attendances at the CAT increased by 31% compared to 2022.

Assistance at the Tourist Attention Center by year			
2022	2023	2024*	Total
304	399	128	831
Assistance to tourists in public spaces by year			
Sin registro	2,376	2,487	4,863

* Data from January 1 to May 15, 2024

Source: own elaboration with information from the Head of the Tourist Police.

Accompaniments to the Public Prosecutor’s Office: The assistance requests received by the Tourist Police can result in various actions. One option is that the tourist is a victim of a crime and wishes to report it. In these cases, the officers inform the tourist about the process to follow and accompany them to the Public Prosecutor’s Office. In 2023, the number of accompaniments increased by 21.4% compared to 2022.

Accompaniments to the Public Prosecutor's Office by year			
2022	2023	2024*	Total
289	351	125	765

* Data from January 1 to May 15, 2024

Source: own elaboration with information from the Head of the Tourist Police.

Channeling and accompaniments: Among the common issues faced by tourists, especially international ones, are running out of resources to continue their stay or return to their country of residence during their visit to Mexico City. In these cases, the Tourist Police provide channeling and accompaniment to a shelter or voluntary return with the support of the corresponding embassies.

Channeling to shelters by year			
2022	2023	2024*	Total
64	36	72	172
Accompaniments in voluntary returns by year			
8	9	3	20

* Data from January 1 to May 15, 2024

Source: own elaboration with information from the Head of the Tourist Police.

Attention to embassies and consulates: Through its liaison actions, the Tourist Police has positioned itself as the first point of contact for embassies and consulates in emergencies. From 2022 to 2023, support requests increased fivefold, with a 403% increase. Additionally, in the first five months of 2024, the total amount of attention reached 73% of the total from the previous year. The assistance provided by the Tourist Police to embassies and consulates generally relates to handling situations such as channeling individuals to medical attention and accompanying them through the process of reporting lost documents and visa applications, among others.

Attention to embassies and consulates by year			
2022	2023	2024*	Total
98	493	361	952

* Data from January 1 to May 15, 2024

Source: own elaboration with information from the Head of the Tourist Police.

Attention to hotels: Between 2022 and 2023, support requests from hotel representatives to the Tourist Police increased by 33.4%. This increase is related to strengthening dissemination and proximity activities with tourist service providers, positioning the Tourist Police as the first contact in emergencies.

Attention to hotels by year			
2022	2023	2024*	Total
368	491	256	1,115

* Data from January 1 to May 15, 2024

Source: own elaboration with information from the Head of the Tourist Police.

Other assistance activities:

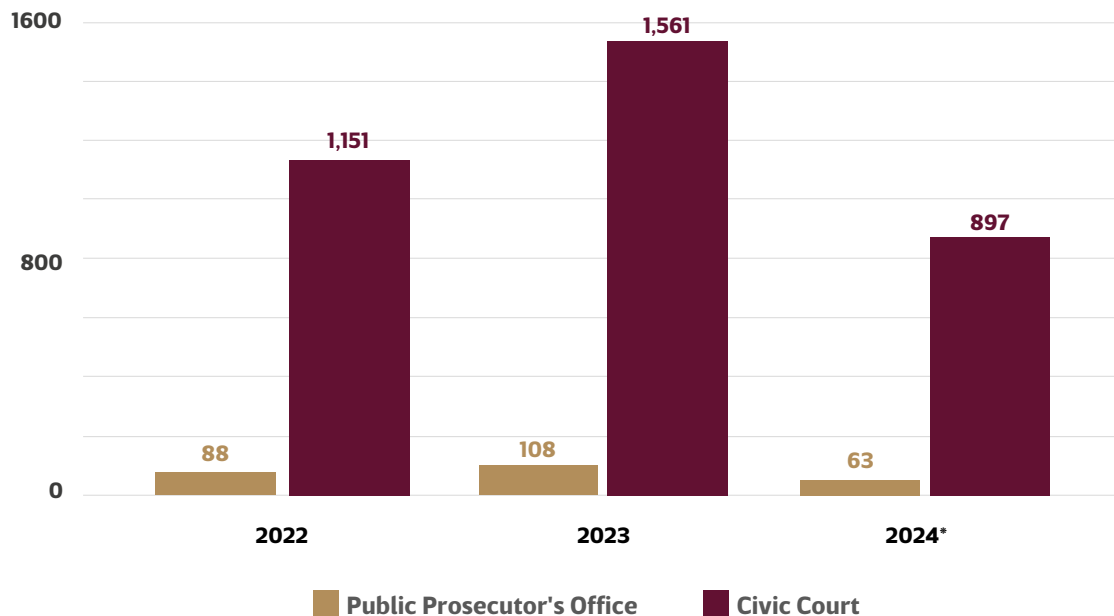
The Tourist Police also keep a record of their intervention in acts related to gender violence. The cases they have attended are both in public spaces and reports from tourist service providers requesting support for witnessing assaults between couples within their establishments. From January 2023 to May 15, 2024 35 cases have been recorded.

Additionally, other areas of the ssc request that the Tourist Police intervene with translation support in some of the officers' native languages. From January 2022 to May 15, 2024 1,284 translation services were recorded.

C) Detention operations

Among the activities to maintain security and public order, between 2022 and May 15, 2024 the Tourist Police conducted 3,862 detentions of individuals for the commission of probable crimes or administrative offenses. Specifically, 253 were presented to the Public Prosecutor's Office and 3,609 to the Civic Courts.

Graph 3. Individuals presented to the Public Prosecutor's Office or Civic Court by the Tourist Police



* Data from January 1 to May 15, 2024

Source: own elaboration with information from the Head of the Tourist Police to May 15, 2024.

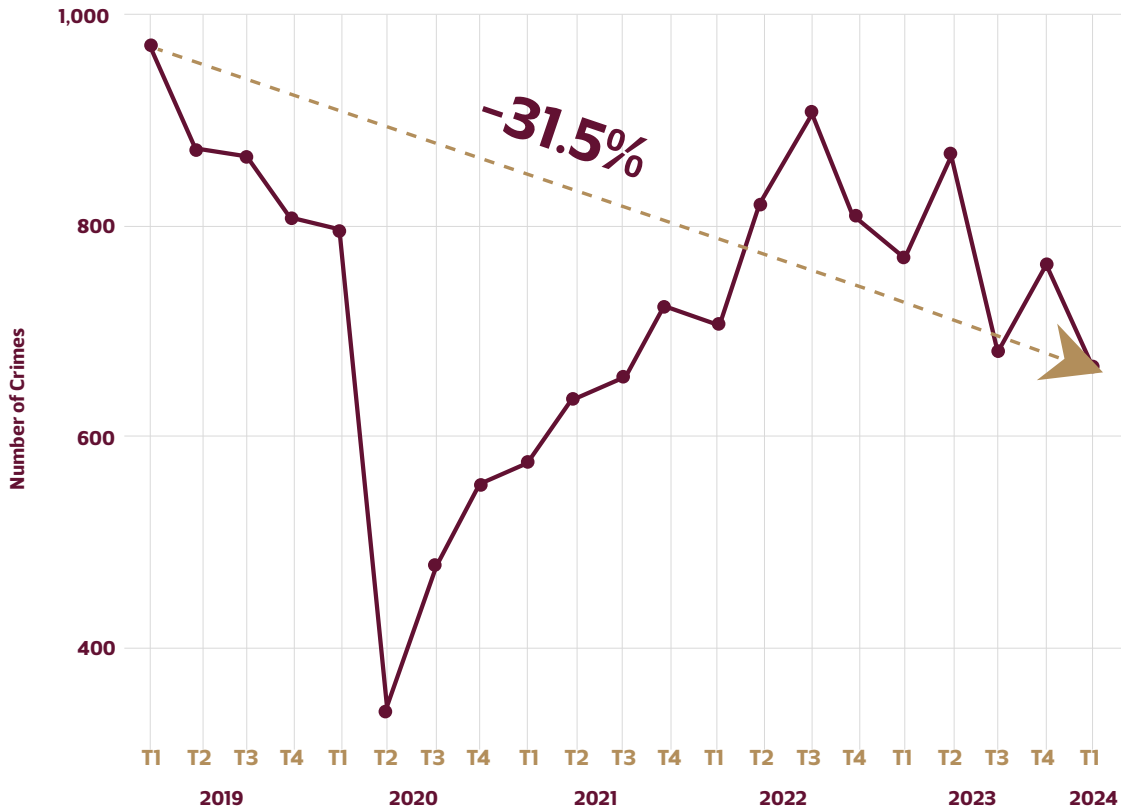
5.2. Criminal behaviour

To understand the criminal behavior in the quadrants where the Tourist Police are present, an analysis was carried out on the evolution of crimes that typically affect tourists. The following details the methodology used to process this information:

Methodological note of the analysis

- **Selection of analysis:** The crimes selected were those identified by the Tourist Police and international governmental entities such as the U.S. Department of State (2024) and the Government of Canada (2024) as commonly affecting tourists. The crimes are: 1) theft, 2) violence and injuries, 3) sexual offenses, 4) deprivation of liberty, 5) extortion, 6) fraud, and 7) attempted crimes (homicide, femicide, rape, and robbery).
- **Unit of analysis:** Investigation files initiated for the mentioned crimes. The analysis used the database of Investigation Files from the General Prosecutor's Office (FGJ for *Fiscalía General de Justicia* in Spanish), which is available on the Open Data Portal of the Government of Mexico City (2024).
- **Geographic scope:** The occurrence of crimes in quadrants where the Tourist Police are present was analyzed. The database from the Open Data Portal of the Government of Mexico City (2024) was used for territorial delimitation. This database provides information on the territorial delimitation of the 847 quadrants that comprise the ssc's Proximity Quadrants strategy.
- **Temporality:** Data from January 1, 2019, to March 31, 2024 was considered.

Graph 4. Crime incidence of crimes affecting tourists in quadrants with Tourist Police presence¹¹



Source: own elaboration with information from the Open Data Portal of the Government of Mexico City.

When comparing the first quarter of 2019 with that of 2024, the data shows a 31.5% reduction in the crimes that most affect tourists. Graph 4 shows that in recent years, there has been a downward trend coinciding with the creation of the ssc’s Tourist Police in Mexico City¹².

¹¹ The quadrants analyzed are as follows: N-1.6.7; C-1.1.3; C-1.1.1; C-1.5.7; C-1.7.1; C-1.2.10; C-1.1.7; C-1.5.7; C-1.2.7; C-1.2.8; C-1.2.9; C-1.2.10; P-4.2.10; P-4.2.11; P-3.2.4; P-1.4.2; P.1.3.4; O-4.2.4; S-2.1.4; S-4.3.7. To consult the name of each quadrant and its geographical location, you can refer to the map on page 36.

¹² The Tourist Police conduct a strategic deployment in areas with a high influx of tourists in quadrants where there is also a presence of the Preventive Police of the ssc of Mexico City.

5.3 Perception of the Tourist Police

To understand the perception of tourists and tourist service providers regarding the Tourist Police, two types of satisfaction questionnaires were implemented. The methodology used for these instruments is detailed below:

Methodological note of the questionnaires

- **Sample:** Consists of tourists visiting Mexico City and tourist service providers in the deployment quadrants of the Tourist Police.
 - o **Tourists:** 46 questionnaires.
 - o **Service Providers:** 42 questionnaires.

- **Thematic coverage:** The questionnaires considered asking individuals about the following topics:
 - o **Tourists:** 1) satisfaction with the performance of the Tourist Police, 2) level of trust in the Tourist Police, 3) effectiveness of the attention, 4) perception of safety in tourist areas of Mexico City, and 5) likelihood of recommending the Tourist Police.
 - o **Service Providers:** 1) satisfaction with prevention and security activities, 2) perception of safety in tourist areas of Mexico City, and 3) likelihood of recommending the services of the Tourist Police.

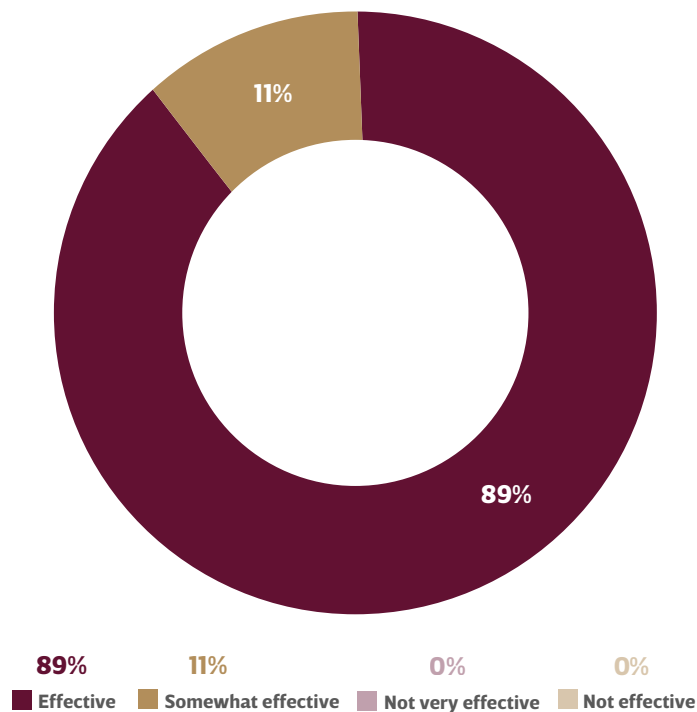
- **Temporality:** The questionnaires were applied from April 29 to June 7, 2024, during attendances conducted by Tourist Police officers in public spaces or at the CAT.

Tourists

The survey consisted of six questions designed to evaluate tourists¹³ opinions on the performance of the Tourist Police and the perception of safety in Mexico City. The respondents came from 18 different nationalities, with Mexicans being the most represented at 23.9% (11), followed by Colombians and Venezuelans, both at 10.8% (5 each).

The data analysis shows that **89% of respondents consider the Tourist Police's performance effective**¹⁴. Another essential element is trust in the Corporation; in this regard, 73% of tourists trust the Tourist Police. Additionally, **100% indicated that they would recommend that other tourists seek support from the Tourist Police in case of an emergency.**

Graph 5. Performance of the Tourist Police

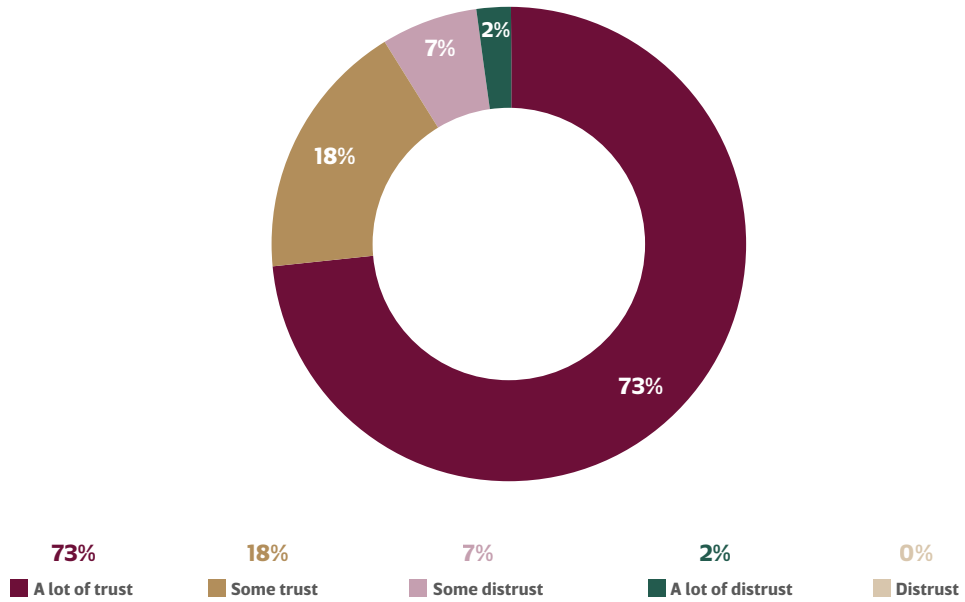


Source: own elaboration.

¹³ The survey was applied to tourists who requested support or assistance either in public spaces or at the Tourist Police's CAT.

¹⁴ Include the response options "Very effective" or "Effective".

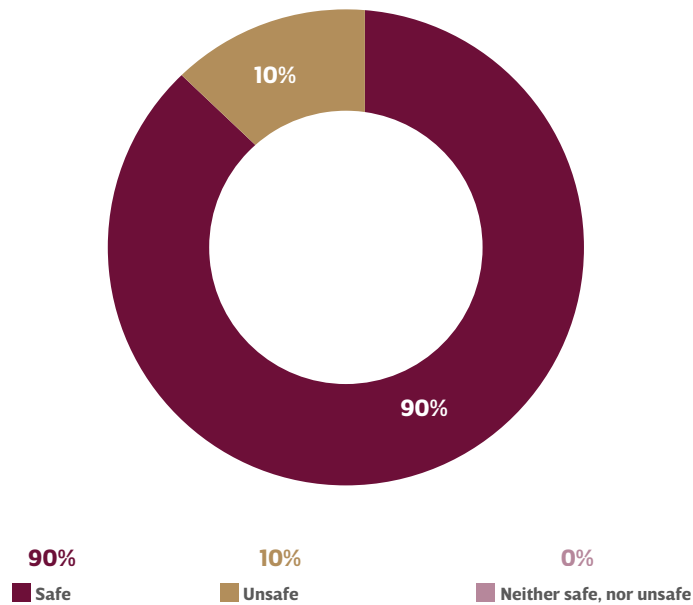
Graph 6. Trust in the Tourist Police



Source: own elaboration.

Regarding the perception of safety, people were asked if they felt safe during their visit. The survey showed that **90% reported feeling safe in Mexico City** (see Graph 7). Meanwhile, at the national level, in the first quarter of 2024, 61% of the population considered living in their city unsafe regarding crime.

Graph 7. Perception of safety of Tourists in Mexico City



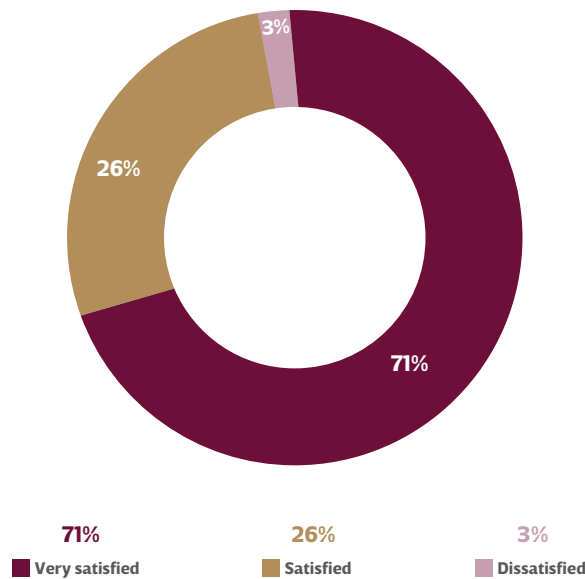
Source: own elaboration.

Tourist service providers

A four-question questionnaire was developed to identify the opinions of tourist service providers¹⁵. Of the 42 questionnaires, 55% were from restaurants (23), 21% from hotels (9), 14% from other tourist services (6), and 10% from tour buses (4).

Tourist service providers were asked about their level of satisfaction with the Tourist Police's prevention and proximity actions. Of those surveyed, **71% expressed satisfaction with the actions or operations.**

Graph 8. Satisfaction with prevention and proximity actions by the Tourist Police

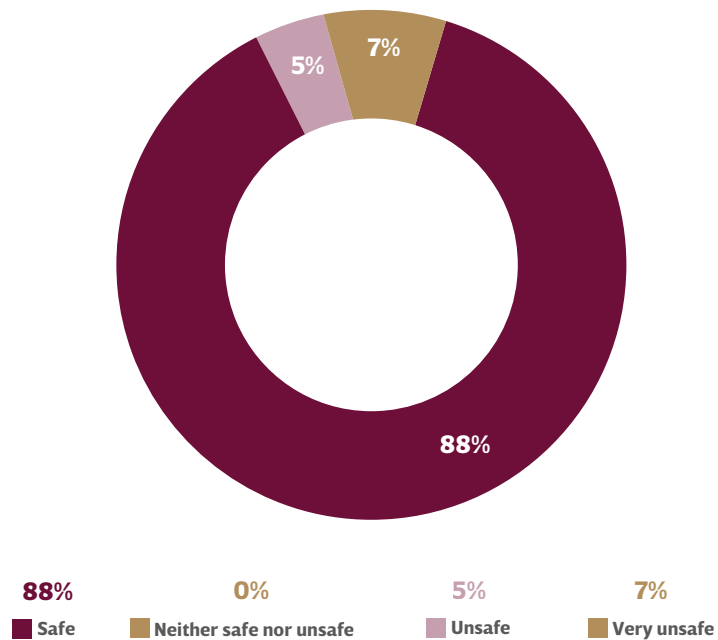


Source: own elaboration.

Similarly, service providers were asked how safe they felt in their establishments in the presence of the Tourist Police. **88% stated that they felt safe with the Police present in the streets (see Graph 9).**

¹⁵ The survey was administered to the individuals responsible for the establishments during the implementation of the Eagle Code.

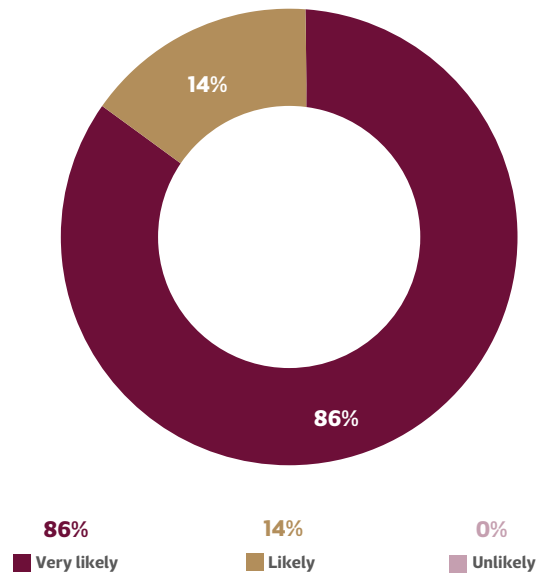
Graph 9. Perception of safety of tourist service providers in Mexico City



Source: own elaboration.

Regarding satisfaction with the attention and security operations of the Tourist Police, **86% stated that they would likely recommend that tourists or other service providers contact the Tourist Police in emergencies.**

Graph 10. Likelihood of recommending contacting the Tourist Police in case of emergency



Source: own elaboration.

In conclusion, the surveys show that both tourists and service providers are satisfied with the Tourist Police's actions. Prevention, attention, and detention actions have contributed to a positive perception of the corporation's effectiveness and usefulness, as well as the overall safety of tourist areas in Mexico City.

6. DISTINCTIVE ELEMENTS OF THE TOURIST POLICE



6.1. Specialized focus

Continuous professionalization: Continuous training of the elements is a central aspect. **Through diplomas in tourist security, attendance at international forums, and language courses, it is ensured that the personnel are prepared to handle any situation with professionalism and efficiency.** Additionally, close collaboration with institutions such as the Secretariat of Tourism, the National Institute of Anthropology and History (INAH), and tourist service providers allows elements to access a wide range of training and activities to strengthen their knowledge of historical and cultural heritage. Investing in professional development benefits the elements and contributes to raising the standard of security and tourist assistance in Mexico City.

Multilingual services: The Tourist Police **stand out for having elements who speak many languages**, including English, Italian, Mandarin Chinese, Totonaco, Mazateco, Nahuatl, and Mixteco. This linguistic diversity allows for adequate support to tourists in various situations, from assistance at tourist points to filing complaints. Bilingual elements are strategically distributed to ensure optimal coverage in areas where the arrival of national and international tourists speaking languages other than Spanish is expected. Bilingual elements facilitate interaction with visitors from around the world and from all regions of the country; this particularity not only improves the tourist experience but also promotes an atmosphere of security and trust.

Development of preventive strategies: Beyond their daily work of tourist assistance, the **Tourist**

Police conduct identification and monitoring of criminal groups operating in tourist areas.

Using a photographic portfolio and specialized techniques, officers have managed to detect and detain groups that affect the security and experience of visitors. Among the cases addressed are harassment and intimidation by individuals who pressure tourists to accept unwanted services and demand exorbitant payments. These actions undermine tourists' trust and well-being. The proactive surveillance approach of the Tourist Police contributes to citizen safety and the maintenance of a favorable environment for tourism.

Distinctive uniform: The uniform of the Tourist Police, consisting of sky blue and khaki tones, not only represents institutional identity but also plays a fundamental role in generating trust and closeness with tourists. The sky blue tone evokes a sense of security, serenity, and protection, while the khaki color conveys strength and formality. This distinctive combination facilitates the recognition of officers and generates a positive reception from visitors. The professional and friendly image projected by the uniform significantly contributes to strengthening the bond between the tourist community and the Tourist Police, thus creating an atmosphere of protection and tranquility in the city's tourist areas.



Tourist Police Officers providing assistance to international tourists

Focus on tourists: Beyond simply enforcing the law, the focus is on a comprehensive and friendly interaction with those who commit minor infractions such as violating the Civic Culture Law, for example, consuming alcoholic beverages in public spaces. They are provided with guidance on local regulations and urged to avoid future violations, all to ensure a positive experience for visitors in the city. If the person does not comply with the instructions, the corresponding protocol is followed, and they are presented to the relevant authorities, such as the Civic Court.

6.2. Coordination and collaboration

Institutional coordination: The Tourist Police closely link with various institutions and organizations to ensure the safety and well-being of tourists. In collaboration with immigration authorities, they support tourists needing assistance to return to their home countries, facilitating deportation processes when necessary. Additionally, joint actions are established with preventive and investigative police to address crimes such as card cloning or thefts from currency exchange houses and banks. Internal coordination extends to other areas such as the Rescue and Medical Emergencies Squad (ERUM for *Escuadrón de Rescate y Urgencias Médicas* in Spanish), Traffic Police, and the *Base Sombra* Unit, as well as with the Secretariat of Tourism of Mexico City, the Attorney General's Office of Mexico City, SIBISO, C5, and the National System for Integral Family Development (DIF for *Sistema Nacional para el Desarrollo Integral de la Familia* in Spanish). Furthermore, international links are established with the 89 embassies and consulates.



Head of the Tourist Police in liaison activities with the embassy of Colombia



Tourist Police inspector in coordination dialogues with a traffic police officer

Participation in security meetings: The Tourist Police actively participate in the security meetings held in the municipalities where they are present. Municipal and airport authorities, emergency services, and embassies attend these meetings. Participation in these spaces allows for coordinating actions, sharing information, and collaboratively addressing security challenges in the tourist environment.



Participation of the Tourist Police in security meetings

Tourist security chats: WhatsApp groups are an essential tool for the Tourist Police; **they enable instant and effective communication with different actors in the tourism sector.** With 14 groups, these chats share relevant information and coordinate direct assistance requests. These groups include tourist service providers and the micro quadrant commander. From disseminating mobilization agendas to addressing complaints from tourist service providers, **these groups ensure a swift and collaborative response to any eventuality, thereby strengthening tourist security.**

Participation with private institutions: The collaboration with the private sector represents a central axis in the strategies of the Tourist Police. Every week, the structure commanders of the Tourist Police actively participate in strategic meetings. These meetings bring together prominent representatives of the restaurant and hotel sectors and other tourist service providers, such as tour buses and the *Xochimilco trajineras*. In high-level meetings, business owners and managers share concerns and suggestions, ensuring comprehensive attention adapted to the specific needs of each tourist area. Groups such as Alsea and CANIRAC also participate in these dynamics, directly addressing the challenges and opportunities to improve the tourist experience in Mexico City.



Participation of the Tourist Police in meetings with the private sector



Participation of the Tourist Police with other institutions



7. KEY SUCCESS FACTORS

Implementing the Tourist Police Model in Mexico City has been based on a series of elements that have influenced its operation and effectiveness. These factors have facilitated the continuous development of this specialized body and are considered essential to ensure the proper functioning of a Tourist Police. The main factors to consider are detailed below:

7.1. Material and logistical resources

Essential equipment: Ensure all elements have basic equipment such as uniforms, ballistic vests, communication radios, weapons, specialized vehicles, etc. The equipment ensures the protection of the police officers and enables them to respond efficiently to various emergencies.

Internal organization: It is essential to have operational and administrative areas. The operational divisions directly implement security strategies, while the administrative ones handle logistical support and resource management. The existence of both areas allows efficient operation and adequate response to the needs of tourists, tourist service providers, and field agents.

Assigned budget: Having allocated and sufficient budget lines is necessary to guarantee that the Tourist Police can operate continuously and effectively. The budget must cover all needs, such as equipment, infrastructure maintenance, service positions, and training, among others. This ensures that the Tourist Police can perform its functions effectively and provide quality service.

7.2. Institutionalization

Organizational structure and operational continuity: Ensure the official integration of the Tourist Police into the organizational structure of the corresponding Security Secretariat or Directorate. This implies establishing a clear hierarchy and defined functions that facilitate effective institutional recognition and coordination, ensuring operational continuity beyond administrative changes. Formal mechanisms are needed to strengthen institutionalization, such as Organization and Procedure Manuals that establish a systematic framework to guide the actions of each area.

Protocols of action: Specific regulations and protocols for tourist security that guarantee a uniform and consistent performance standard in all situations are crucial. Once these regulatory elements are formalized, periodic reviews are necessary to adapt to changes in the tourist environment and maintain the operational effectiveness of the Tourist Police.

7.3. Professionalization

Specialized training: Basic police officer training is essential, followed by specialization courses in tourist security. The specific preparation provided by the Tourist Police to the officers who join the corporation ensures that the work is performed adequately. Continuous training opportunities must also be kept open through workshops, attendance at forums, language courses, or training on local tourist heritage. Activities can be developed by tourist service providers such as museums or embassies in a cooperative and coordinated environment.

7.4 Political management and institutional relations

Political will: Ensuring the commitment and support of local and federal government authorities is essential for creating and maintaining the Tourist Police. Ensuring political will allows for the prioritization of the project and facilitates allocating resources for its operation and continuity.

Relations with the private sector: Collaborating with tourism companies, restaurateurs, and hoteliers is vital for coordinating efforts and resources; linking allows for developing operational strategies adapted to the needs of users and the environment, thus promoting a safe and attractive space for tourists. The relationship strengthens the Tourist Police's response capacity and could improve the perception of safety among visitors.

Interinstitutional coordination: Maintaining constant liaison with institutions such as the Secretariat of Tourism, the Immigration Institute, the Attorney General's Office, Civic Courts, emergency bodies, and embassies ensures a comprehensive and coordinated response to tourists' needs, improving the efficiency and effectiveness of interventions.

7.5 Tourist security strategies

Territorial deployment: Conduct a prior diagnosis to identify available resources, characterize the territory, and understand the incidence and behavior of crime, as well as areas with the highest tourist influx and the characteristics of tourists. This ensures the implementation of efficient territorial deployment, allowing adequate coverage and a rapid response to emergencies.

Specialized activities: Develop operational strategies adapted to tourist security. Activities can involve direct assistance from tourist service providers or approaches from tourists, such as those carried out with the Eagle Code and Safe Passenger, which are focused on strengthening police proximity. Additionally, coordination with other institutions, such as Public Works or SIBISO, is carried out to protect tourist corridors.

Tourist Attention Center: A specific headquarters to provide attention to tourists ensures quick and practical assistance, improving the visitor's experience and perception of safety. The Center functions as the reception, dispatch, and follow-up point for all incidents involving the Tourist Police, coordinating directly with agencies such as the Attorney General's Office and the Immigration Institute, among others. This guarantees immediate assistance and comprehensive follow-up on the tourist attention cycle. Moreover, the Center operates 24 hours a day, 365 days a year, providing tourists with a specific place to seek support if needed.

7.6 Communication and dissemination

Public visibility: Implementing dissemination strategies to increase awareness of the Tourist Police and their services is essential for generating trust and a positive image among tourists and the local community. Initial actions should include making themselves known internally to the other police bodies that make up the security institution to establish coordinated work. Additionally, it is crucial to address tourist service providers to explain their functions and how they can collaborate on user security. Finally, on-site approaches with tourists will help improve the perception of safety and trust in the Tourist Police.

Technological innovation: The Secretariat of Citizen Security of Mexico City developed the “*Mi Policía*” application to bring police services closer to citizens and reduce emergency response times to less than three minutes (SSC CDMX, 2024). Among its various functions, the app immediately contacts the Tourist Police officers responsible for the quadrant corresponding to the user’s location.



“Mi Policía” application, access to Tourist Police contact

Communication groups: Using platforms like WhatsApp to maintain constant and effective communication with tourist service providers facilitates coordination and a quick response to any emerging situation.

Institutional identity: The uniforms and distinctive symbols facilitate the recognition of agents and promote trust among tourists, contributing to a secure environment in tourist areas.

8. CONCLUSION



The Tourist Police Model of the Secretariat of Citizen Security of Mexico City has proven to be an effective initiative in addressing tourist security and improving the experience of both national and international visitors who require assistance, as well as tourist service providers. This significantly contributes to the local economy and the positive perception of Mexico City.

The Tourist Police have achieved notable results. The 31.5% reduction in crime incidence in the quadrants where they are present, along with the 71% satisfaction rate of tourist service providers regarding prevention and proximity actions and the 90% perception of safety among tourists, underscores the effectiveness of the implemented strategies.

The successes of the Tourist Police of the Secretariat of Citizen Security can be attributed to several key factors, which are fundamental to ensuring the functioning of a Tourist Police and can serve as a reference point for the development of other forces in other regions of the country and Latin America:

- **Material and logistical resources:** Ensure essential equipment and necessary resources for an efficient and safe emergency response.
- **Institutionalization:** Officially integrate the Tourist Police into the organizational structure, guaranteeing continuous and effective operation.
- **Specialized training:** Offer continuous and specialized training in tourist security for all force members.
- **Political management and institutional relations:** Ensure political commitment and establish effective collaborations with the private sector and other institutions to support the Tourist Police's development and sustainability.
- **Tourist Attention Center:** Maintain a dedicated operational center that provides comprehensive attention and follow-up to incidents 24 hours daily, ensuring a quick and effective response.
- **Political will:** Guarantee the commitment and support of local and federal government authorities, essential for creating and maintaining the Tourist Police, facilitating the allocation of resources for its operation and continuity.
- **Interinstitutional coordination:** Maintain constant liaison with institutions such as the Secretariat of Tourism, emergency bodies, and embassies, among others, to ensure a comprehensive and coordinated response to tourists' needs, improving the effectiveness of interventions.

Investing in tourist security should be considered a strategic priority that not only fosters economic development but also enhances the country's international reputation as a safe and attractive tourist destination. Strengthening tourist security strategies and adopting elements of successful models like the Tourist Police of the Secretariat of Citizen Security of Mexico City will further improve the perception of safety and continue to promote Mexico as a world-class tourist destination.

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