



## Board Report

**File #:** 2016-0565, **File Type:** Contract

**Agenda Number:** 36.

### SYSTEM SAFETY, SECURITY AND OPERATIONS COMMITTEE SEPTEMBER 15, 2016

**SUBJECT: SECURITY GUARD SERVICES**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award and execute a five-year firm fixed unit rate Contract No. PS560810024798, to **RMI International, Inc. for security guard services** in an amount not-to-exceed \$81,944,840 effective October 1, 2016 through September 30, 2021.

#### **ISSUE**

As part of a comprehensive approach to managing Metro's security and law enforcement programs, this award recommendation supports the vital role law enforcement plays in safeguarding the transit system, but does not replace existing law enforcement functions. Metro's approach is multi-layered, comprised of internal Metro security officers, officers provided by the private sector, and commissioned law enforcement officers working under an existing Memorandum of Understanding (MOU). This award recommendation factored how the various security and law enforcement elements work to complement each other, and identifies the specific tasks assigned to the private sector officers.

In 2015, the Board of Directors instructed the Office of the Inspector General (OIG) to undertake a detailed analysis of Metro's security and law enforcement workload. The OIG secured the services of BCA Watson Rice (BCA) to conduct the analysis and report their findings to the Board. BCA's analysis was completed in January 2016, and among others, recommended that Metro make a clear distinction between tasks assigned to security and those assigned to law enforcement. Recommendations 4 and 5 (Attachment C) address this issue specifically, encouraging alternate approaches to security staffing and establishing clearly defined roles, respectively.

#### **DISCUSSION**

Consistent with the referenced BCA report, providing a visible security presence is an effective deterrent to crime and disorder, as well as mitigating acts of terrorism. Toward that end, Metro's private sector security firm plays an important role in safeguarding patrons, employees, and facilities. This award recommendation is a major enhancement to existing staffing levels and assigning guards

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to areas previously understaffed. The current private security contract directs the majority of resources to guard Metro's bus and rail maintenance facilities. The new contract augments existing coverage, but assigns significantly more resources to provide security at key bus and rail stations.

As a result of the increased staffing, the security contract award is higher so Metro can expand system-wide coverage from 928 hours per day to 1,843 hours per day. This increase in staffing is in direct response to customer feedback about the need for improved security visibility, with greater emphasis at customer facing facilities such as rail stations, bus hubs and parking garages.

The resulting changes support the following priorities:

1. Increasing physical security at stations and parking lots/structures;
2. Safeguarding critical infrastructure;
3. Improving security at bus/rail maintenance facilities.

Metro's private sector security officers will be tasked with patrolling and guarding stations, bus/rail yards, maintenance facilities, parking structures, and supporting special events. The enhanced security staffing takes into consideration Metro's recent expansion of service and infrastructure, and improves system-wide visibility as an industry best practice. The increased visibility will have a positive impact on the perception of security felt by patrons, and complement agency efforts to prevent blight and disorder.

The current security guard services contract will expire on September 30, 2016. If approved, the length of the new security contract will be aligned with the upcoming law enforcement contract, also a planned five (5) year term.

### **DETERMINATION OF SAFETY IMPACT**

The authorization of FY17 contract will provide a positive safety impact for our employees and patrons by assisting in efforts to safeguard Metro's critical infrastructure.

### **FINANCIAL IMPACT**

The total five year contract amount is \$81,944,840. The contract costs for the balance of the fiscal year is \$11,933,505, and is included in the FY17 budget in Cost Center 2610. Since this is a multi-year contract, the System Security and Law Enforcement Department will update its budget on an annual basis to fund years two (2) through five (5).

#### **Impact to Budget**

The source of funds for this project will be local operating funds including sales tax Proposition A, C, TDA, and Measure R. These funds are eligible for bus and rail operations and capital.

### **ALTERNATIVES CONSIDERED**

Two alternatives were considered:

1. The Board may decline to approve the award of contract. This alternative is not recommended because Metro currently does not have internal resources to provide the necessary level of staffing system-wide.
2. Hire additional internal Metro security officers or utilize contracted law enforcement personnel. These alternatives are not recommended because of long lead time requirements or substantially higher costs.

### **NEXT STEPS**

Upon approval by the Board, staff will execute Contract No. **PS560810024798** with RMI International, Inc. to provide security guard services.

### **ATTACHMENTS**

Attachment A - Procurement Summary

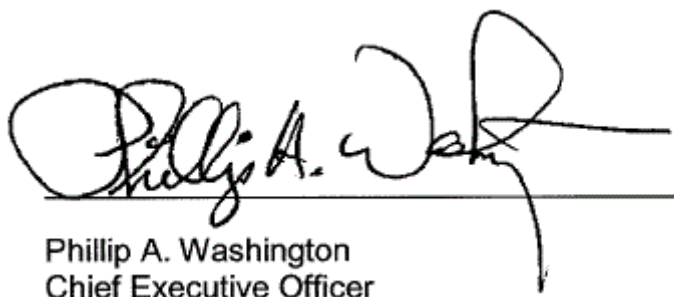
Attachment B - DEOD Summary

Attachment C - Executive Summary

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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## SECURITY GUARD SERVICES/PS560810024798

|    |   |  |
|----|---|--|
| 1. | <b>Contract Number:</b> PS560810024798  |  |
| 2. | <b>Recommended Vendor:</b> RMI International, Inc.  |  |
| 3. | <b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order |  |
| 4. | <b>Procurement Dates:</b>   |  |
|    | <b>A. Issued:</b> March 14, 2016  |  |
|    | <b>B. Advertised/Publicized:</b> March 14, 2016   |  |
|    | <b>C. Pre-Proposal/Pre-Bid Conference:</b> March 23, 2016   |  |
|    | <b>D. Proposals/Bids Due:</b> April 25, 2016  |  |
|    | <b>E. Pre-Qualification Completed:</b> July 14, 2016  |  |
|    | <b>F. Conflict of Interest Form Submitted to Ethics:</b> April 28, 2016   |  |
|    | <b>G. Protest Period End Date:</b> September 26, 2016   |  |
| 5. | <b>Solicitations Picked up/Downloaded:</b><br>48  | <b>Bids/Proposals Received:</b><br>7       |
| 6. | <b>Contract Administrator:</b><br>Aielyn Dumaau   | <b>Telephone Number:</b><br>(213) 922-7320 |
| 7. | <b>Project Manager:</b><br>Alex Wiggins   | <b>Telephone Number:</b><br>(213) 922-4433 |

**A. Procurement Background**

This Board Action is to approve Contract No. PS560810024798 to provide security guard services for selected portions of the regional Metro System which includes rail and bus lines, stations, transit facilities, parking lots, construction sites, bus and rail operating divisions and maintenance facilities.

RFP No. PS24798 was issued as a competitively negotiated procurement in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit price. This RFP was issued with a RC DBE contract goal of 30%. It is also subject to the DBE Contracting Outreach and Mentoring Plan (COMP), which the selected contractor is required to mentor one firm for protégé development.

Three amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on March 28, 2016, provided electronic copies of the Planholders' List and pre-proposal conference materials, extended the proposal due date and final date for questions, clarified the contact information of the DEOD representative, and deleted the retention provision per CP-03 Retention, Escrow Accounts and Deductions;
- Amendment No. 2, issued on April 14, 2016, revised the Statement of Work (Exhibit A) to include Attachment D, Service Level Requirements by Personnel Classification;
- Amendment No. 3, issued on April 15, 2016, reiterated the proposal due date.

A pre-proposal conference was held on March 23, 2016, and was attended by 22 participants representing 18 firms. There were 112 questions received and responses were provided prior to the proposal due date.

A total of seven proposals were received on April 25, 2016, and are listed below in alphabetical order:

1. AlliedBarton Security Services LP
2. Ceed Security Corporation
3. Cypress Security, LLC aka Cypress Private Security
4. G4S Secure Solutions (USA) Inc.
5. Platinum Security, Inc.
6. RMI International, Inc.
7. Securitas Security Services USA, Inc.

## **B. Evaluation of Proposals/Bids**

A Proposal Evaluation Team (PET) consisting of staff from Metro's System Security and Law Enforcement, and Transportation was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- |  |            |
|--|------------|
| • Qualifications of the Firm/Team                    | 20 percent |
| • Qualifications and Experience of Key Personnel     | 25 percent |
| • Management Plan/Approach                           | 31 percent |
| • DBE Contracting Outreach & Mentor Protégé Approach | 4 percent  |
| • Price  | 20 percent |

The evaluation criteria are appropriate and consistent with criteria developed for similar security guard services procurements. Several factors were considered when developing these weights, giving the greatest importance to the management plan/approach.

On April 26, 2016, the PET met to review the evaluation criteria package, process confidentiality and conflict forms and take receipt of the seven responsive proposals to initiate the evaluation phase. Evaluations were conducted from April 27, 2016, through May 27, 2016.

On May 27, 2016, the PET reconvened and determined that of the seven proposals received, three were within the competitive range. The three firms within the competitive range are listed below in alphabetical order:

1. AlliedBarton Security Services LP
2. Platinum Security, Inc.

### 3. RMI International, Inc.

Four firms were determined to be outside the competitive range and were not included for further consideration.

On June 2, 2016, proposers in the competitive range were invited to make oral presentations. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the PET's questions.

In general, each team's presentation addressed how they will meet pertinent Metro Key Performance Indicators and maintain compliance with Metro's Drug and Alcohol and Drug-Free Workplace Program. The teams were also asked to discuss their training plan and suggestions were solicited on alternative approaches that could benefit Metro now or in the future.

#### **Qualifications Summary of Firms Within the Competitive Range:**

##### **AlliedBarton Security Services LP**

AlliedBarton Security Services LP, established in 1957, is headquartered in Conshohocken, Pennsylvania. It serves more than 20 transit agencies. Clients include Santa Clara VTA, Denver RTD, Phoenix Valley Metro, RTC of Southern Nevada, Houston Metro, New York MTA and Metrolink

##### **Platinum Security, Inc.**

Platinum Security, Inc., founded in 1997, is based in Los Angeles, California. It provides security services to critical government infrastructure, six food distribution centers and 271 retail chain facilities. Government clients include the City of San Bernardino and LADWP.

##### **RMI International, Inc.**

RMI International, Inc. has been in business for 19 years and currently provides security guard services to Metro. Security services provided include executive and dignitary protection, armed and unarmed security staff and security consulting. It has provided security services to numerous entities in the private and public sector. Clients include the City of Los Angeles Department of General Services and Department of Transportation, the Port of Long Beach, and the City of Downey.

At the conclusion of the evaluation process, including oral presentations, RMI International, Inc. was determined to be the top ranked firm.

The following is a summary of the PET scores:

| 1  | Firm   | Average Score | Factor Weight  | Weighted Average Score | Rank     |
|----|--|---------------|----------------|------------------------|----------|
| 2  | <b>RMI International, Inc</b>                      |               |                |                        |          |
| 3  | Qualifications of the Firm/Team                    | 86.00         | 20.00%         | 17.20                  |          |
| 4  | Qualifications and Experience of Key Personnel     | 84.92         | 25.00%         | 21.23                  |          |
| 5  | Management Plan/Approach                           | 89.45         | 31.00%         | 27.73                  |          |
| 6  | DBE Contracting Outreach & Mentor Protégé Approach | 25.00         | 4.00%          | 1.00                   |          |
| 7  | Price  | 99.95         | 20.00%         | 19.99                  |          |
| 8  | <b>Total</b>                                       |               | <b>100.00%</b> | <b>87.15</b>           | <b>1</b> |
| 9  | <b>AlliedBarton Security Services LP</b>           |               |                |                        |          |
| 10 | Qualifications of the Firm/Team                    | 92.65         | 20.00%         | 18.53                  |          |
| 11 | Qualifications and Experience of Key Personnel     | 87.88         | 25.00%         | 21.97                  |          |
| 12 | Management Plan/Approach                           | 89.35         | 31.00%         | 27.70                  |          |
| 13 | DBE Contracting Outreach & Mentor Protégé Approach | 25.00         | 4.00%          | 1.00                   |          |
| 14 | Price  | 88.58         | 20.00%         | 17.72                  |          |
| 15 | <b>Total</b>                                       |               | <b>100.00%</b> | <b>86.92</b>           | <b>2</b> |
| 16 | <b>Platinum Security, Inc.</b>                     |               |                |                        |          |
| 17 | Qualifications of the Firm/Team                    | 82.00         | 20.00%         | 16.40                  |          |
| 18 | Qualifications and Experience of Key Personnel     | 86.68         | 25.00%         | 21.67                  |          |
| 19 | Management Plan/Approach                           | 78.81         | 31.00%         | 24.43                  |          |
| 20 | DBE Contracting Outreach & Mentor Protégé Approach | 100.00        | 4.00%          | 4.00                   |          |
| 21 | Price  | 100.00        | 20.00%         | 20.00                  |          |
| 22 | <b>Total</b>                                       |               | <b>100.00%</b> | <b>86.50</b>           | <b>3</b> |

### **C. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based on adequate price competition including an independent cost estimate, price analysis, technical analysis, and fact-finding. The recommended price is lower than Metro's ICE. Furthermore, Metro staff clarified RMI's proposed costs as they relate to the Living Wage. As a result of a lower Living Wage rate increase effective July 1, 2016, costs were adjusted accordingly.

|    | <b>Proposer Name</b>              | <b>Proposal Amount</b> | <b>Metro ICE</b> | <b>NTE amount</b> |
|----|-----------------------------------|------------------------|------------------|-------------------|
| 1. | RMI International, Inc.           | \$82,763,922           | \$89,028,609     | \$81,944,840      |
| 2. | AlliedBarton Security Services LP | \$93,424,157           | \$89,028,609     |                   |
| 3. | Platinum Security, Inc.           | \$82,755,918           | \$89,028,609     |                   |

### **D. Background on Recommended Contractor**

The recommended firm, RMI International, Inc. (RMI) is headquartered in Paramount, CA. It is a privately held, Minority Business Enterprise with ongoing operations in 17 states across the United States. RMI has been providing private security guard services to Metro since 2008 and performance has been satisfactory.

RMI team includes three DBE subcontractors: Security America, Inc.; Allied Protection Services, Inc., and North American Security and Investigations, Inc.. All three DBE subcontractors are full-service security companies predominantly serving commercial and government clients. Collectively, the DBE subcontractors will provide all unarmed security guards and 22% of armed security personnel required by the contract. RMI will provide armed security personnel.

The proposed Project Manager has over 21 years of experience in the security field. He is skilled at retail theft investigations, conflict resolution, customer service, report analysis, staffing and scheduling. He is the project manager of Metro's current contract.



**DEOD SUMMARY**  
**SECURITY GUARD SERVICES/PS560810024798**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 30% Disadvantaged Business Enterprise (DBE) goal for this solicitation. RMI International Inc. exceeded the goal by making a 33.18% DBE commitment.

|                            |                |                                  |                   |
|----------------------------|----------------|----------------------------------|-------------------|
| <b>Small Business Goal</b> | <b>30% DBE</b> | <b>Small Business Commitment</b> | <b>33.18% DBE</b> |
|----------------------------|----------------|----------------------------------|-------------------|

|    | <b>DBE Subcontractors</b>                | <b>% Committed</b> |
|----|--|--------------------|
| 1. | Allied Protection Services               | 13.43%             |
| 2. | North American Security & Investigations | 5.96%              |
| 3. | Security America                         | 13.79%             |
|    | <b>Total Commitment</b>                  | <b>33.18%</b>      |

**B. Contracting Outreach and Mentoring Plan**

To be responsive, Proposers were required to submit a Contracting Outreach and Mentor Protégé Plan (COMP), which included its plan to mentor one (1) DBE firm for protégé development. RMI International Inc. selected three (3) DBE protégés: Allied Protection Services, North American Security & Investigations, and Security America.

**C. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is applicable to this contract. Metro staff will monitor and enforce the policy guidelines to ensure that applicable workers are paid at minimum, the current Living Wage rate of \$16.18 per hour (\$11.27 base + \$4.91 health benefits), including yearly increases of up to 3% of the total wage. In addition, contractors will be responsible for submitting the required reports for the Living Wage and Service Contract Worker Retention Policy and other related documentation to staff to determine overall compliance with the policy.

**D. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**E. All Subcontractors Included with Recommended Contractor's Proposal**

|    | <b>Subcontractor</b>                     | <b>Services Provided</b> |
|----|--|--------------------------|
| 1. | Allied Protection Services               | Security Guard Services  |
| 2. | North American Security & Investigations | Security Guard Services  |
| 3. | Security America                         | Security Guard Services  |

**F. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this contract.

### 1. Executive Summary

The Los Angeles County Metropolitan Transportation Authority (Metro) contracts with the Los Angeles County Sheriff's Department (LASD) to provide Metro with transit policing services. The current annualized cost of the transit policing contract is \$108.5 million.<sup>1</sup> Metro will soon be developing a Request for Proposal (RFP) for a new contract, and needs an in-depth analysis to identify staffing and deployment requirements for the RFP.

The primary objective of this analysis was to perform an analysis of the law enforcement and security workload, identify key risks for the Metro System, identify risk mitigation strategies, and identify staffing needs and staffing options.

For Metro's safety and security services to be effective and cost efficient, there must be an appropriate match between the safety and security mission and the various resources used to provide safety and security services. The key services required as part of the Metro safety and security mission are:

- **Addressing Crime and Responding to Calls for Service or Incidents** requires sworn law enforcement officers who have full powers to detain and arrest and to use force as required to provide this mission element.
- **Providing a Visible Security Presence** on the Metro System as a deterrent to crime and disorder, as well as other critical incidents like terrorist attacks. This service could be provided by law enforcement personnel, but may also be provided by well-trained and well-managed security personnel.
- **Enforcing Fare Compliance** on the Metro System, as well as enforcing Metro's customer code of conduct. Providing this service does not require law enforcement sworn personnel or security personnel.
- **Protecting Metro Critical Infrastructure** (Union Station and the Gateway Metro Headquarters Building) Union Station protection strategies include routine patrol, K9 explosives detection, and random passenger and baggage screenings currently conducted by law enforcement personnel. The Gateway Building security is currently provided through armed security officers at the security desk on the plaza level and third floor, loading dock, roving security officers in both the interior and exterior of the building, the Transit Court, and the Security Control Room. Providing critical infrastructure protection of the Gateway Metro Headquarters Building is a security function, and does not require law enforcement personnel.
- **Providing Security for Metro Facilities and Operations** through security units that patrol the various Metro facilities and provide a visible security presence for those facilities. In addition, Metro revenue operations security and protection provided through security

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<sup>1</sup> The annualized cost includes full-year costs for the 2016 expansion of the Metro Expo and Gold lines.

escorts of Metro revenue collection personnel, and security presence in the Metro cash counting facility. Security personnel also provide a visible security presence and deterrent to assaults or other actions against Metro pressure washer personnel that clean various Metro stations and facilities during the overnight hours. Providing security for Metro facilities and operations is a security function, and does not require law enforcement personnel.

The resources available to Metro to provide the elements of Metro's safety and security mission described above include:

- **LASD Transit Policing Division (TPD)** has established a strong partnership with Metro and currently provides sworn law enforcement personnel to fulfill the safety and security mission of the Metro rail and bus system. These law enforcement personnel are fully trained and equipped and have powers to detain and arrest and use force as needed. They are currently responsible for responding to incidents and calls for service, addressing crime and related issues, and providing a visible security presence throughout the Metro Rail and Bus System. These law enforcement personnel are also responsible for enforcing fare compliance and the Metro customer code of conduct throughout the System.

The TPD also provides uniformed Security Assistants (SA's) to Metro under contract. These SA's are not sworn personnel, nor are they qualified or certified as security personnel. The SA's are not armed and have no authority to detain or arrest. The role of the SA's is limited to checking fare compliance and issuing administrative citations.

The LASD also employs Sheriff Security Officers (SSO's) that are uniformed and armed or unarmed security personnel. These personnel do not have the powers to detain and arrest nor use force except in a defensive mode. The TPD and the current Metro contract do not currently include any such SSO's, who are a potential resource option to provide the security element of Metro's safety and security mission.

- **Local Law Enforcement Agencies** throughout the Metro service area respond to and handle incidents and calls for service within their jurisdiction, and have a responsibility to do so. This is part of their basic service as law enforcement agencies. Similarly, these agencies have a responsibility to provide these same basic services to Metro buses and trains within their jurisdictions consistent with the service provided to all others within their jurisdictions. Metro should not have to contract with these agencies for these basic services, but may choose to contract for dedicated or supplemental resources from local law enforcement agencies.
- **Metro Security** includes uniformed and armed or unarmed security personnel primarily responsible for providing security for the Gateway Metro Headquarters Building, and for Metro facilities and operations. Metro Security officers are neither sworn nor certified law enforcement officers and do not have the authority to detain or arrest nor use force except in a defensive mode. Metro Security personnel could potentially play a substantial role on the Metro rail and bus systems by providing the security element of

the Metro safety and security mission. However, several key issues must be resolved prior to assuming such a role. The primary need is to resolve ongoing questions regarding the authority these security personnel have, and the entity or agency responsible for granting and overseeing that authority. Metro also contracts for private security personnel.

The following exhibit shows the estimated annual hours required to provide each key safety and security service by category (e.g. rail system, bus system, etc.). It also shows the average hourly cost of the different options of personnel types or resources available that could provide the service required. These costs, and the estimated hours required, were used to calculate the annual costs of providing these services using each of the alternative resources. A mix of these personnel could also be used to provide the services.

| <b>Exhibit 1</b><br><b>Summary Overview of Metro Safety and Security Services,</b><br><b>Estimated Hours Required, and Options for Providing Services</b> |                          |   |                   |                     |                   |                   |                         |                           |
|---|--------------------------|---|-------------------|---------------------|-------------------|-------------------|-------------------------|---------------------------|
|   |                          | LASD Transit Policing Division            |                   |                     | Local LE Agencies |                   | Metro Security          |                           |
|   | Estimated Hours Required | Law Enforcement                           | Security Officers | Security Assistants | Basic Service     | Dedicated Service | Armed Security Officers | Unarmed Security Officers |
| Average Hourly Cost   |                          | \$129.86                                  | \$84.47           | \$33.34             | \$0.00            | TBD               | \$64.04                 | \$49.23                   |
| <b>Rail System Protection</b>   | <b>Hours</b>             | <b>Estimated Annual Costs in Millions</b> |                   |                     |                   |                   |                         |                           |
| Crime / Calls for Service   | 108,404                  | \$14.0                                    | NA                | NA                  | \$0.0             | TBD               | NA                      | NA                        |
| Visible Security Presence   | 327,040                  | \$42.5                                    | \$27.6            | NA                  | NA                | TBD               | \$20.9                  | NA                        |
| Fare Enforcement  | 186,880                  | NA  | \$15.8            | \$6.2               | NA                | TBD               | NA                      | \$9.2                     |
| <b>Bus System Protection</b>  |                          |   |                   |                     |                   |                   |                         |                           |
| Crime / Calls for Service   | 169,360                  | \$22.0                                    | NA                | NA                  | \$0.0             | TBD               | NA                      | NA                        |
| Visible Security Presence   | 153,058                  | \$19.9                                    | \$12.9            | NA                  | NA                | TBD               | \$9.8                   | NA                        |
| <b>Investigations and Special Operations *</b>  |                          |   |                   |                     |                   |                   |                         |                           |
| Investigations  | 32,202                   | \$4.2                                     | NA                | NA                  | \$0.0             | TBD               | NA                      | NA                        |
| Special Operations  | 41,505                   | \$5.4                                     | NA                | NA                  | NA                | TBD               | NA                      | NA                        |
| Mental Evaluation Team  | 7,156                    | \$0.9                                     | NA                | NA                  | NA                | TBD               | NA                      | NA                        |
| <b>Critical Infrastructure Protection</b>   |                          |   |                   |                     |                   |                   |                         |                           |
| High Visibility Patrol  | 25,680                   | \$3.3                                     | NA                | NA                  | NA                | TBD               | NA                      | NA                        |
| K9 Explosives Detection   | 8,760                    | \$1.1                                     | NA                | NA                  | NA                | TBD               | NA                      | NA                        |
| Passenger Screening   | 16,320                   | \$2.1                                     | \$1.4             | NA                  | NA                | TBD               | \$1.0                   | NA                        |
| Gateway Bldg. Security  | 63,808                   | NA  | \$5.4             | NA                  | NA                | TBD               | \$4.1                   | NA                        |
| <b>Metro Facilities and Operations Security</b>   |                          |   |                   |                     |                   |                   |                         |                           |
| Mobile Security Units   | 46,720                   | NA  | \$3.9             | NA                  | NA                | NA                | \$3.0                   | NA                        |
| Revenue Operations  | 75,920                   | NA  | \$6.4             | NA                  | NA                | NA                | \$4.9                   | NA                        |
| Pressure Washer Escort  | 17,520                   | NA  | \$1.5             | NA                  | NA                | NA                | \$1.1                   | NA                        |
| NA – Not applicable, this service cannot be provided by the resource in that column.  |                          |   |                   |                     |                   |                   |                         |                           |
| TBD – To Be Determined, the cost for dedicated service by local law enforcement agencies will be determined through the Request for Proposal process.     |                          |   |                   |                     |                   |                   |                         |                           |
| * Hours for investigations and special operations are based on the current number of FTE deputies assigned.   |                          |   |                   |                     |                   |                   |                         |                           |

The estimated staffing needs detailed above were developed based on our review and analysis of the following:

- ***Descriptive and Operational Information*** including the number of stations, one-way miles, train and bus start and end times, average daily ridership, peak trains and buses in service, train and bus revenue hours, and train and bus revenue miles.
- ***Rail and Bus System Risks*** including violent crime, property crime, and other crime on the system by rail line or bus line and area. It also includes the public's perception of safety on the system. The level of fare compliance or evasion was also considered.
- ***Rail and Bus System Safety and Security Workload and Performance*** including responding to and handling incidents that occur on the system, or calls for service. Responding to these calls and effectively handling the incidents that generate these calls is a high priority for ensuring system safety and security. We analyzed the number of calls for service by rail line and bus line and area; and by priority, calls by day of week and time of day, the average amount of time required to dispatch calls for service, as well as the average amount of time required to respond to these calls.
- ***Current Rail and Bus System Protection Approach*** including the number of personnel currently deployed to provide safety and security on each rail line and bus line and area, and the total cost of these personnel.
- ***Current Critical Infrastructure and Metro Facilities and Operations Protection Approach*** including the number of personnel currently deployed to provide security on each within Union Station, the Gateway Building, throughout Metro's facilities and operations, and the total cost of these personnel.

Detailed information on each of these factors by rail line and bus line and area is presented in the body of this report.

The following table shows the recommendations made throughout the body of this report. This report was provided to management of the Systems Safety and Law Enforcement Division who reviewed the draft report and did not have any modifications. Management stated that the report recommendations are under review, and they are in the process of drafting a formal response.

| Exhibit 2                                       |  |                  |          |
|---|--|------------------|----------|
| Summary or Recommendations and Metro's Response |  |                  |          |
| No.   | Recommendation   | Metro's Response | Comments |
| 1.  | The Metro System Safety and Law Enforcement Division should assist the Transit Policing Working Group established by the Metro Board, to use the information on risks, workload, staffing estimates and options outlined in this report to move forward with implementing staffing and deployment consistent with the goals, key priorities, and key strategies established. | Under Review     |          |
| 2.  | The Metro System Safety and Law Enforcement Division should continue to monitor and track the various safety and security risks facing the Metro System, deploy personnel consistent with the information provided in this report, and make revisions in plans and operations as needed including deployment of personnel to mitigate these risks on an ongoing basis.       | Under Review     |          |
| 3.  | The Metro System Safety and Law Enforcement Division should continue to collect information on risk mitigation strategies implemented by other transit safety and security operations and implement them for Metro as appropriate.   | Under Review     |          |
| 4.  | The Metro System Safety and Law Enforcement Division should continue to maintain and build the strong partnership Metro has with the contract law enforcement service through increased planning and collaboration. Also, consider alternate mixes of contract law enforcement, security, and Metro Security personnel to optimally mitigate safety and security risks.      | Under Review     |          |
| 5.  | The Metro System Safety and Law Enforcement Division should consider the types of duties described in this report that might be performed by the Metro Security personnel to better define their roles, and work to resolve ongoing questions regarding the authority of   | Under Review     |          |

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|     | Metro Security personnel within their confines, and the entity or agency responsible for granting and overseeing that authority.  |                  |          |
| 6.  | The Metro System Safety and Law Enforcement Division should continue to work with local law enforcement agencies to identify the potential for no cost basic services. Also consider if paid dedicated service from these agencies is beneficial and manageable, and leverage these services as appropriate. Efforts should also be made to increase regular communication and education to promote collaboration and coordination. | Under Review     |          |
| 7.  | The Metro System Safety and Law Enforcement Division should work with Metro Operations to identify the potential use of other Metro employees on the System, define their roles, create a plan of coordination and communication for seamless service, and evaluate the impact of these employees on System safety and security.  | Under Review     |          |
| 8.  | The Metro System Safety and Law Enforcement Division should consider developing or acquiring and implementing a resource oversight and monitoring application for use on the smartphones currently used by Metro safety and security personnel. Metro should also consider identifying specific reporting requirements as input into the development of the new Computer Aided Dispatch (CAD) system by the LASD.                   | Under Review     |          |
| 9.  | The Metro System Safety and Law Enforcement Division should review and discuss the rail system risks, current safety and security workload, estimated staffing needs, and options for providing rail protection services outlined in this report to develop the Request for Proposals for law enforcement and security services and to develop a Rail Safety and Security Plan.   | Under Review     |          |
| 10. | The Metro System Safety and Law Enforcement Division should consider these elements and review and discuss the bus system risks, current safety and security workload, estimated staffing needs, and options for  | Under Review     |          |



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|     | providing bus protection services outlined in this report to develop the Request for Proposals for law enforcement and security services and to develop a Bus Safety and Security Plan.   |                  |          |
| 11. | The Metro System Safety and Law Enforcement Division should use the information obtained through the Request for Proposal for law enforcement and security services, and identify the level of and approach to investigative and special operations services as part of the Rail and Bus Safety and Security Plans.   | Under Review     |          |
| 12. | The Metro System Safety and Law Enforcement Division should use the information and options outlined in this report to develop a Request for Proposal for law enforcement and security services, and to develop a Critical Infrastructure Protection Plan.  | Under Review     |          |
| 13. | The Metro System Safety and Law Enforcement Division should use the information and options outlined in this report to develop a Metro and Operations Security Plan.  | Under Review     |          |
| 14. | The Metro System Safety and Law Enforcement Division should use the information obtained through the Transit Policing Division and Metro Security employee surveys to identify and address key issues.  | Under Review     |          |
| 15. | The Metro System Safety and Law Enforcement Division should continue to monitor progress made implementing the LASD Contract Audit and APTA Peer Review recommendations and continue to report progress to Metro management and the Board. Where appropriate, recommendations should be considered in developing the Request for Proposals for law enforcement and security services. | Under Review     |          |