



Metro®

*Watch online: <http://boardagendas.metro.net>
Listen by phone: Dial 888-251-2949 and enter Access Code:
8231160# (English) or 4544724# (Español)*

Agenda - Final

Thursday, October 21, 2021

12:00 PM

To give written or live public comment, please see the top of page 4

Executive Management Committee

Hilda Solis, Chair

Ara Najarian, Vice Chair

Eric Garcetti, 2nd Vice Chair

James Butts

Sheila Kuehl

Tim Sandoval

Tony Tavares, non-voting member

Stephanie Wiggins, Chief Executive Officer

METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES

(ALSO APPLIES TO BOARD COMMITTEES)

PUBLIC INPUT

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

The public may also address the Board on non agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

CONDUCT IN THE BOARD ROOM - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

REMOVAL FROM THE BOARD ROOM The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD

Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded and is available at www.metro.net or on CD's and as MP3's for a nominal charge.

DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding before an agency involving a license, permit, or other entitlement for use, including all contracts (other than competitively bid, labor, or personal employment contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$250 made within the preceding 12 months by the party, or his or her agent, to any officer of the agency, additionally PUC Code Sec. 130051.20 requires that no member accept a contribution of over ten dollars (\$10) in value or amount from a construction company, engineering firm, consultant, legal firm, or any company, vendor, or business entity that has contracted with the authority in the preceding four years. Persons required to make this disclosure shall do so by filling out a "Disclosure of Contribution" form which is available at the LACMTA Board and Committee Meetings. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

ADA REQUIREMENTS

Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 hours) in advance of the scheduled meeting date. Please telephone (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 922-4600 or (323) 466-3876. Live Public Comment Instructions can also be translated if requested 72 hours in advance.



323.466.3876

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

HELPFUL PHONE NUMBERS

Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department)

General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - www.metro.net

TDD line (800) 252-9040

NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA

Live Public Comment Instructions:

Live public comment can only be given by telephone.

The Committee Meeting begins at 12:00 PM Pacific Time on October 21, 2021; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter
English Access Code: 8231160#
Spanish Access Code: 4544724#

Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.

Instrucciones para comentarios publicos en vivo:

Los comentarios publicos en vivo solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 12:00 PM, hora del Pacifico, el 21 de Octubre de 2021. Puedes unirte a la llamada 5 minutos antes del comienso de la junta.

Marque: 888-251-2949 y ingrese el codigo
Codigo de acceso en ingles: 8231160#
Codigo de acceso en espanol: 4544724#

Los comentarios del público se tomaran cuando se toma cada tema. Para dar un comentario público sobre una tema ingrese # 2 (Tecla de numero y dos) cuando se le solicite. Tenga en cuenta que la transmisión de video en vivo se retrasa unos 30 segundos con respecto a la reunión real. No hay retraso en la línea de acceso telefónico para comentarios públicos.

Written Public Comment Instruction:

Written public comments must be received by 5PM the day before the meeting.
Please include the Item # in your comment and your position of "FOR," "AGAINST," OR "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

Email: BoardClerk@metro.net

Post Office Mail:

Board Administration

One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012

CALL TO ORDER**ROLL CALL**

APPROVE Consent Calendar Items: 35 and 36.

Consent Calendar items are approved by one vote unless held by a Director for discussion and/or separate action.

CONSENT CALENDAR**35. SUBJECT: FARE POLICY CHANGE**[2021-0679](#)**RECOMMENDATION**

APPROVE

- A. The results of the Fare Equity analysis for changing free fares to 5 years and under.
- B. Changing the fare policy to raise the maximum age of free fare from under age 5 to under age 6.

Attachments: [Attachment A - Fare Equity Analysis](#)

36. SUBJECT: TICKETS OR PASSES DISTRIBUTION POLICY[2021-0634](#)**RECOMMENDATION**

CONSIDER:

- A. APPROVING the Tickets or Passes Distribution Policy in Attachment A; and
- B. AUTHORIZING the Chief Ethics Officer to amend the policy consistent with any changes in state law or Metro priorities.

Attachments: [Attachment A - Tickets or Passes Distribution Policy](#)

NON-CONSENT**37. SUBJECT: ZERO EMISSIONS TRANSPORTATION
INFRASTRUCTURE WORKING GROUP**[2021-0689](#)**RECOMMENDATION**

APPROVE Motion by Directors Krekorian, Garcetti, Kuehl, Barger, and Hahn that the CEO and or her designee participate along with other appropriate staff

in the City of Los Angeles' ZE Transportation Infrastructure working group to work collaboratively to meet the following objectives;

- A. Identify opportunities for collaboration on deploying shared charging infrastructure for all fleet needs (all vehicle classes, both revenue and non-revenue vehicles), while ensuring that renewable and resilience measures are included. This effort should optimize the amount of shared or multi-agency accessible zero-emission fueling infrastructure in the region.
- B. Analyze any potential efficiencies in joint procurement and long-term planning.
- C. Evaluate opportunities for co-locating and co-developing zero-emissions vehicle charging infrastructure with both public and private agencies.
- D. Maximize capacity for EVs through deploying electric vehicle charging/fueling equipment in underutilized parking lot facilities for public and/or agency use. Each agency (where applicable) should provide a report back to its respective governing board listing such opportunities in parking lots, including the number of available parking spaces in each lot.
- E. Maximize and coordinate funding and grant applications for shared charging, storing, and other infrastructure opportunities.
- F. Explore collective procurement opportunities and other procurement innovations, such as common bid language that allows all agencies to take advantage of a contract awarded by any of the other agencies, with special emphasis on encouraging and incentivizing local businesses to benefit from such procurement.
- G. To the greatest extent possible, set cross-agency standards for charging, materials, measurement (hourly need), and telematics needs to ensure a regional standard.
- H. Explore ways to maximize coordination with private industry investments in zero-emission fuel infrastructure in order to facilitate meeting current or anticipated agency EV needs (for example, relating to construction, power, and storage). Such steps might include a notification protocols to ensure that all agencies will be able to take advantage of any potential electrification infrastructure synergies during large private sector electrification projects.
- I. Explore the use of battery storage and energy management for shared charging infrastructure projects between working group members. Work with LADWP and Southern California Edison to identify strategies to leverage battery storage to achieve system resiliency alongside fleet

electrification projects.

- J. Share lists and maps of assets that can be used in a unified plan for zero-emission infrastructure, including parking lots, layover locations, park and rides, and existing EV facilities.
- K. Identify other public agencies that can participate in the work of the working group to expand long-term zero-emission infrastructure planning further.

WE FURTHER MOVE that the CEO report back to the board on a quarterly basis to provide updates on these goals.

- 38. SUBJECT: RESPONSE TO MOTION 52 DOROTHY PEYTON GRAY** [2021-0611](#)
TRANSPORTATION LIBRARY AND ARCHIVE

RECOMMENDATION

RECEIVE AND FILE Response to Motion 52 Dorothy Peyton Gray Transportation Library and Archive.

Attachments: [Attachment A - File 2021-0455 Motion 52 Dorothy Peyton Library and Archive Presentation](#)

- 39. SUBJECT: STATE AND FEDERAL REPORT** [2021-0631](#)

RECOMMENDATION

RECEIVE AND FILE October 2021 State and Federal Legislative Report.

- 40. SUBJECT: CUSTOMER EXPERIENCE UPDATE ORAL REPORT** [2021-0535](#)

RECOMMENDATION

RECEIVE oral report on Customer Experience (CX) Update.

Attachments: [Presentation](#)

- 25. SUBJECT: OFFICE OF THE INSPECTOR GENERAL (OIG) REPORT** [2021-0540](#)
ON AUDIT OF METRO TRANSIT SECURITY SERVICES
PERFORMANCE FOR THE FISCAL YEAR ENDED JUNE
30, 2020

RECOMMENDATION

RECEIVE AND FILE Office of the Inspector General (OIG) Report on Audit of Metro Transit Security Services Performance for the Fiscal Year Ended June 30, 2020.

Attachments: [Attachment A - Audit of Metro Transit Security Services Performance Presentation](#)

(ALSO ON OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE)

- 41. SUBJECT: PUBLIC EDUCATION CAMPAIGN FOR ENHANCED LIFE PROGRAM, HALF-PRICED PASSES AND FARE RESUMPTION** [2021-0646](#)

RECOMMENDATION

RECEIVE AND FILE the Communications plan update supporting LIFE program expansion, half-priced passes and fare resumption.

Attachments: [Attachment A - 90-Day Fares Public Education Strategic Communications Plan](#)
[Attachment B - Motion 40 - FSI](#)
[Attachment C - October 12 Fares Update Source Post](#)
[Attachment D - Community Relations Email to 88 Cities, Countywide Faith-Based](#)
[Attachment F - LIFE Mask Card](#)

- SUBJECT: GENERAL PUBLIC COMMENT** [2021-0644](#)

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION

Adjournment



Board Report

File #: 2021-0679, File Type: Policy

Agenda Number: 35.

EXECUTIVE MANAGEMENT COMMITTEE OCTOBER 21, 2021

SUBJECT: FARE POLICY CHANGE

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

APPROVE:

- A. The results of the Fare Equity analysis for changing free fares to 5 years and under.
- B. Changing the fare policy to raise the maximum age of free fare from under age 5 to under age 6.

ISSUE

On September 23, 2021, the Board approved implementation of Phase 1 of the Fareless Systems Initiative (FSI) for participating K-12 districts and community colleges. In ongoing outreach for FSI, it became clear that not all 5-year-olds qualify for kindergarten to participate in FSI. Therefore, this action is recommended to eliminate the gap between 4-year-olds who ride for free and 5-year-olds who have not started school yet.

BACKGROUND

According to Metro's current Fare Policy, "Two children under age 5 may travel free with each fare-paying adult on bus or rail." Under the newly implemented FSI Phase 1, children at participating school districts may obtain a TAP card from their school to travel without paying fares on Metro and participating local and regional transit operators. However, the State of California limits Kindergarten enrollment to children who turn 5 on or before August 31st. Consequently, some 5-year-olds do not qualify to enter kindergarten and cannot travel for free under either program.

DISCUSSION

Based on public feedback from the outreach process, staff recommends raising the maximum age for free rides on Metro from “under age 5” to “under age 6”.

Service and Fare Equity (SAFE) Analysis Requirement

According to Federal Transit Administration (FTA) Title VI guidance, “a fare equity analysis requirement applies to all fare changes regardless of the amount of increase or decrease. As with the service equity analysis, FTA requires transit providers to evaluate the effects of fare changes on low-income populations in addition to Title VI-protected populations.”

FTA Circular 4702.1B Chapter IV

Title VI of the Civil Rights Act of 1964 provides that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Chapter IV of the FTA’s Circular 4702.1B further describes the requirements that FTA recipients must follow to ensure that the programs, policies, and activities comply with the Title VI requirements.

Title 49 CFR Section 21.5 (b)(2) specifies that a recipient shall not utilize criteria or methods of administration which have the effect of subjecting persons to discrimination because of their race, color, or national origin, or have the effect of defeating or substantially impairing accomplishment of the objectives of the program with respect to individuals of a particular race, color, or national origin.

Section 21.5 (b)(2) requires recipients to take affirmative action to assure that no person is excluded from participation in or denied the benefits of the program or activity on the grounds of race, color, or national origin.

A detailed Fare Equity Analysis has been completed (see Attachment A). The analysis compares the percentages of minority and low-income K-12 student riders against to the total minority and low-income percentages for all Metro riders. The Minority Ridership Total below is based on data from the Fall 2019 Metro Customer Survey and includes: Latino/a, African American, Asian/Pacific Islander, Native American, and Other.

The analysis determined that, although the absolute difference on the number of minority and low-income K-12 students impacted is more than 5% of the total minority and low-income riders, since the proposal is to remove fares from this group, the net impact on these groups is positive.

The results of the SAFE Analysis must be reviewed and approved by the Metro Board prior to any permanent fare change being implemented.

Fare Change Recommendation

Because the results of the SAFE analysis demonstrate a positive impact, staff recommends a permanent fare change to the Metro’s Fare Policy.

In addition, research from Metro's How Women Travel Study and Metro's Gender Action plan currently under development shows that women, in particular, often travel with multiple children, who could be under the age of 6. So, staff recommends removing the restriction on the number of children that can travel free with each adult.

Therefore the revised rule would read:

"Children under age 6 may travel free with a fare-paying adult on bus or rail."

FINANCIAL IMPACT

There is no financial impact in FY21 or FY22 since all K-12 fare revenue losses were assumed for FSI Phase 1. Due to low ridership among five year olds, there is no material impact to fare revenues beyond the pilot period.

DETERMINATION OF SAFETY IMPACT

This program does not affect the incidence of injuries or healthful conditions for patrons or employees. Therefore, approval of this request will have no impact on safety.

EQUITY PLATFORM

At its core, the goal of the FSI Pilot Program is to achieve greater equity through reducing barriers and improving access to transit for all communities. As part of the FSI implementation, changing the maximum age of free fares on Metro from 4-years-old to 5-years-old will benefit families with children under six who do not qualify for kindergarten, by reducing their transportation costs.

NEXT STEPS

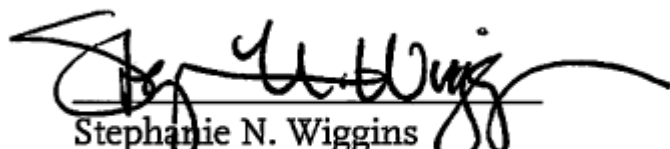
Once the fare analysis and fare change have been approved by the Board of Directors, all fare policy documents, and public-facing information will be updated to reflect this change.

ATTACHMENTS

Attachment A - Fare Equity Analysis

Prepared by: Devon Deming, Interim Deputy Executive Officer, FSI (213) 922-7957
Aida Berduo Berry, Sr. Manager, Civil Rights Programs (213) 922-2748

Reviewed by:
Nicole Englund, Chief of Staff, OCEO, (213) 922- 7950



Stephanie N. Wiggins
Chief Executive Officer



Fare Equity Analysis

Changing Free Fares to Five Years-Old and Under

Los Angeles County Metropolitan Transportation Authority

FTA Recipient ID: 5566

FARE EQUITY ANALYSIS for CHANGING FREE FARES TO FIVE YEARS AND UNDER

Overview

The Los Angeles County Metropolitan Transportation Authority (Metro) serves as transportation planner and coordinator, designer, builder, and operator for one of the country's largest, most populous counties. More than 10.1 million people live and work within the 1,479-square-mile service area. Figure 1 (MAP) provides an overview of the Metro Service Area.

Over the coming decades, Metro will greatly expand the fixed-guideway rail and bus network throughout Los Angeles County due to the passage of the Measure M ballot initiative in November 2016. The half-cent sales tax increase is expected to provide upwards of \$130 billion for the development of new transit lines and other transportation capital investments throughout Los Angeles County.

Figure 1: METRO SYSTEM MAP



Purpose

Title VI of the Civil Rights Act of 1964 is a Federal statute and provides that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Federal Transit Administration (FTA) is responsible for ensuring that recipients of Federal funds follow Federal statutory and administrative requirements. In 2012, FTA issued Circular 4702.1B, which provides recipients of FTA financial assistance with guidance and instructions necessary to carry out the United States Department of Transportation Title VI requirements.

Metro operates its service without regard to race, color, or national origin in accordance with Title VI of the Civil Rights Act of 1964, as amended. The purpose of this report is to analyze any potential impact of changing the maximum age to ride free on minority and low-income riders in our service area.

Regulatory Setting

FTA Circular 4702.1B Chapter IV

Title VI of the Civil Rights Act of 1964 provides that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Chapter IV of the FTA's Circular 4702.1B further describes the requirements that FTA recipients must follow to ensure that the programs, policies, and activities comply with the Title VI requirements.

Title 49 CFR Section 21.5 (b)(2) specifies that a recipient shall not utilize criteria or methods of administration which have the effect of subjecting persons to discrimination because of their race, color, or national origin, or have the effect of defeating or substantially impairing accomplishment of the objectives of the program with respect to individuals of a particular race, color, or national origin.

Section 21.5 (b)(2) requires recipients to take affirmative action to assure that no person is excluded from participation in or denied the benefits of the program or activity on the grounds of race, color, or national origin.

Transit providers that operate 50 or more fixed-route vehicles in peak service and are located in an urbanized area (UZA) of 200,000 or more in population are required to meet all requirements of Chapter IV including setting service standards and policies, collecting and reporting data, monitoring transit service, and evaluating service and fare changes.

Metro Title VI Program Update

In October 2019, Metro prepared the Title VI Program Update in compliance with Title 49 CFR Section 21.9 (b) and with the FTA Circular 4702.1B "Title VI Requirements and Guidelines for Federal Transit Administration Recipients," issued in October 2012. The purpose of the Title VI Program Update is to

document the steps Metro has taken and will take to ensure Metro provides services without excluding or discriminating against individuals on the basis of race, color, and national origin.

The Title VI Program Update provides an outline of Metro's Title VI policies including what constitutes a service or fare change, the disparate impact, and disproportionate burden policy. Metro staff recommended that the absolute difference be considered when evaluating service and fare changes.

Metro's Title VI Policies

Disparate Impact

Disparate impact refers to a facially neutral policy or practice that disproportionately affects members of a group identified by race, color or national origin and the policy lacks a substantial legitimate justification, including one or more alternatives that would serve the same legitimate objectives but with less disproportionate effects on the basis of race, color or national origin. This policy defines the threshold Metro will utilize when analyzing the impacts to minority riders. For fare changes, a disparate impact will be deemed to have occurred **if the absolute difference between the percentage of minority riders adversely affected and the overall percentage of minority riders is at least five percent** per Metro's Title VI Program which was updated and approved by Metro's Board in October 2019.

Disproportionate Burden

Disproportionate burden refers to a neutral policy or practice that disproportionately affects low-income riders more than non-low-income riders. Metro defines low-income riders at **\$41,500**, which represents the median income of a three-person household in Los Angeles County. A finding of disproportionate burden for major service and fare changes requires Metro to evaluate alternatives and mitigate burdens where practicable. For fare changes, a disproportionate burden will be deemed to exist **if an absolute difference between percentage of low-income adversely affected by the service change and the overall percentage of low-income persons is at least five percent** per Metro's Title VI Program which was updated and approved by Metro's Board in October 2019.

Disparate Impact Analysis Methodology

In order to assess whether the change will have a disparate impact on minority riders, this report evaluates the ethnicity demographic data of the riders that would receive the new fare discount. The data is then compared to the ethnicity demographic data of the Metro Service Area. If the absolute difference between the minority percentage along the alternatives and the Metro Service Area percentage is at least five percent, an impact is deemed to have occurred.

This report uses ethnicity data from Metro's Fall 2019 Customer Survey data to represent the current Metro ridership demographics and impacts.

Results

Figure 2 includes a comparison of the percentages of minority K-12 student riders compared to the total minority percentage for all Metro riders. The Minority Ridership Total below is based on data from the Fall 2019 Metro Customer Survey and includes: Latino/a, African American, Asian/Pacific Islander, Native American, and Other. Although the absolute difference is more than 5%, since the proposal is to remove fares from this group, the impact is positive.

Figure 2

Minority Riders vs. Total Riders	
Total Riders Surveyed	14,624
Minority Ridership Total	12,971
Minority Share	88.7%
Minority K-12 Student Share	96%
Absolute Difference	7.3%

Disproportionate Burden Analysis Methodology

In order to understand the characteristics of affected riders and assess whether the change will have a disproportionate burden on low-income riders, this report evaluates the income demographic data of riders that would receive the new fare discount. The data is then compared to the income demographic data of all Metro riders. If the absolute difference between the low-income percentage of K-12 student riders and the total Metro ridership is at least five percent, an impact is deemed to have occurred.

This report uses income demographic data from Metro's Fall 2019 Customer Survey data to represent the current Metro ridership demographics and impacts.

Results

Figure 3 includes a comparison of the percentages of low-income K-12 students affected compared to the total low-income percentage for all Metro riders. The Low-Income Riders total below is based on Household Income data from the Fall 2019 Metro Customer Survey. Although the absolute difference is more than 5%, since the proposal is to remove fares from this group, the impact is positive.

Figure 3

Low-Income Riders vs. Total Ridership	
Overall Riders	14,624
Low-Income Riders	11,714
Low-Income Share	80.1%
Student Low-Income Share	86%
Absolute Difference	5.9%

Public Outreach

Metro emphasizes public involvement in the planning process and seeks inclusive and collaborative participation in decision-making. A comprehensive community outreach, public information, and engagement strategy is designed to serve all stakeholders regardless of their gender or age and including Limited English Proficiency (LEP), minority, and low-income populations. The strategies and implementation combine traditional outreach practices with evolving technologies. The development of each specific public participation plan includes the assessment of how best to effectively communicate with technology within LEP, minority, and low-income communities, coupled with outreach methods to engage people with disabilities, hard-to-reach communities, and general population stakeholders. This combined approach provides meaningful and broad access to the public process.

Fareless Systems Initiative Outreach

Metro has conducted proactive outreach for this fare change as part of the Fareless Systems Initiative (FSI) for K-12 Students in compliance with FTA's Circular 4702.1B and will continue to engage in outreach to persons potentially impacted by the proposed changes.

The audience was the general public with targeted advertising to Metro riders and non-riders, each of the seven sub-regions, and in-language advertising to speakers of various languages. The key outreach tools included email distribution to school districts, agency blogs, public meetings. All 87 public school districts in Los Angeles County have received information on the Fareless System Initiative for students and over 50 districts are interested in participating in the program.

All meetings with the community were held virtually and included simultaneous Spanish interpretation and handouts of outreach materials in Spanish. Meetings were held virtually to allow attendees to participate while safely social distancing during the COVID-19 pandemic. Meetings included a presentation about the program followed by a question-and-answer session to allow input and dialogues with project staff and to receive comments directly. Outreach materials were also provided electronically and on Metro's web site at www.metro.net/fareless.

Metro conducted twenty-five (25) public and community meetings and one (1) Metro Employee All Hands meeting on the following dates:

- Eight (8) Metro Board and Committee Meetings (May through September 2021 – No meeting in August 2021)
- Metro Policy Advisory Committee (PAC) – 7/21/21 @ 2:00 PM
- Rio Hondo College Facilitating Alternative Solutions for Student Transportation (FASST) Consortium – 7/29/2021 @ 10:00 AM
- South Los Angeles Transit Empowerment Zone (SLATE-Z) – 8/11/2021 @ 1:00 PM
- Westside Cities Council of Governments – 8/12/2021 @ 12:00 PM
- Gateway Cities Council of Governments Transportation Committee – 9/1/2021 @ 4:00 PM
- San Gabriel Valley Council of Governments Transportation Committee – 9/9/2021 – @ 4:00 PM
- South Bay Council of Governments Transportation Committee – 9/13/2021 @ 10:30 AM
- Metro Policy Advisory Committee (PAC) – 9/14/21 @ 2:00 PM
- Local Transit Systems (LTS) Committee – 9/16/2021 @ 2:00 PM
- San Fernando Valley Council of Governments Transportation Comm. – 9/16/2021 @ 1:30 PM
- San Gabriel Valley Council of Governments Governing Board – 9/16/2021 @ 4:00 PM
- Metro Transportation Career Academy K-12 Partners Meeting – 9/22/2021 @ 10:00 AM
- Metro Employees All Hands Meeting – 9/29/2021 @ 1:00 PM
- Metro College & University External Partner's Meeting – 10/6/2021 @10 AM
- Gateway Cities Council of Governments – 10/6/2021 @ 6:30 PM
- Metro Aging and Disability Transportation Network (ADTN) – 10/7/2021 @ 2:00 PM
- Arroyo Verdugo Communities Joint Powers Authority – 10/7/2021 @ 4:00 PM
- San Fernando Valley Council of Governments Governing Board – 10/21/2021 @1:30 PM

Based on public feedback from the public outreach meetings, it was determined that maximum age for free fares should be increased to 5 years old to accommodate children who have not yet started school to be eligible for reduced student fares.

Future Outreach

Once the fare change has been approved by the Board of Directors, Metro will launch a robust public education effort, including advertising on our bus and rail vehicles and on our web site, and external advertising in social media and print outlets, including ethnically diverse publications throughout the county.

In addition, a presentation will be given to each of our Service Sectors in the County during the month of November 2021 to allow the public to participate and ask questions.

- Monday, November 1, 2021 at 2:00 PM Gateway Cities Service Council
- Wednesday, November 3, 2021 at 6:30 PM - San Fernando Valley Service Council

- Monday, November 8, 2021 at 5:00 PM - San Gabriel Valley Service Council
- Wednesday, November 10, 2021 at 6:00 PM - Westside/Central Service Council
- Friday, November 12, 2021 at 9:30 AM – South Bay Service Council

Conclusion

This report documents the Title VI Fare Equity Analysis required to support changing free fares for children ages five and under instead of ages four and under. This change is analyzed based on Metro's Title VI thresholds and FTA's Circular 4702.1B to determine whether the proposed removal of fares for 5-year-old riders will have a disparate impact or disproportionate burden on minority and low-income riders relative to non-low-income and non-minority riders. Since the recommendation is to remove fare for these riders, even though the absolute difference between the affected riders and total riders is higher than 5% for minority riders, it is determined that this would result in a positive impact. Furthermore, Metro has also met the legal test as stated in the FTA Title VI Circular 4702.1B "the transit provider has a substantial legitimate justification for the proposed fare change, **and** the transit provider can show that there are no alternatives that would have a less disparate impact on minority riders but would still accomplish the transit provider's legitimate program goals."

In summary, this Title VI Fare Equity Analysis concludes that this change would prove beneficial and would not negatively impact minority or low-income riders.



Board Report

File #: 2021-0634, **File Type:** Policy

Agenda Number: 36.

EXECUTIVE MANAGEMENT COMMITTEE OCTOBER 21, 2021

SUBJECT: TICKETS OR PASSES DISTRIBUTION POLICY

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

CONSIDER:

- A. APPROVING the Tickets or Passes Distribution Policy in Attachment A; and
- B. AUTHORIZING the Chief Ethics Officer to amend the policy consistent with any changes in state law or Metro priorities.

ISSUE

Currently, Metro does not have a Tickets or Passes Distribution Policy. The policy provides required standards set by the California Fair Political Practices Commission ("FPPC") so that the tickets or passes provided to Metro from outside sources, and then appropriately distributed to the Metro Board, Board staff, Metro employees and designated consultants, are not considered gifts under state law.

BACKGROUND

Throughout 2020 and 2021, Metro received offers of tickets or passes during the COVID-19 pandemic from outside sources generally seeking to boost the morale of frontline workers and other agency personnel. Under state law, to properly accept and distribute these tickets or passes without requiring potential disclosure on California Form 700 as gifts, the Metro Board of Directors must adopt a policy consistent with regulations issued by the FPPC.

Dozens of California cities, counties, and other governmental entities (e.g., Los Angeles County and the City of Los Angeles) have adopted similar policies. In adopting the policy, Metro would align with the rest of the state and ensure that all offers of tickets or passes are accepted under the standards set by state law.

DISCUSSION

The FPPC permits the acceptance and distribution of tickets or passes provided to public agencies from outside sources, without considering the tickets or passes as gifts under state law, only if agencies adopt policies consistent with FPPC regulations (currently contained in FPPC Regulation § 18944.1). Once adopted, assuming compliance with the policy, Metro may accept ticket offers and distribute the tickets to agency personnel without requiring individual Form 700 reporting requirements. The policy also sets specific standards for distribution so that outside entities do not earmark tickets for specific Metro employees. It also provides a list of permissible purposes for acceptance and distribution, furthering Metro's goals and serving the public's best interests. Lastly, the policy requires public disclosure on Metro's website, consistent with state requirements.

Given that future ticket offers may be intended for distribution to hundreds of Metro employees, it is necessary that a policy guide the distribution process so that individual employees do not trigger potential reporting requirements. The policy also ensures the public's trust in any Metro ticket distribution to agency personnel by implementing appropriate standards set by the FPPC.

DETERMINATION OF SAFETY IMPACT

There is no safety impact by adopting this policy.

FINANCIAL IMPACT

There is no financial or budgetary impact by adopting this policy.

EQUITY PLATFORM

There is no direct equity impact by adopting this policy. However, Section 2.7 states that "Disproportionate use of tickets or passes by the Agency Board of Directors, Chief Executive Officer or any Agency Department head is prohibited." As policy administrator, the Communications Department will track the tickets to ensure an equitable distribution across all Metro departments.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Goal 5.2: Metro will exercise good public policy judgment and sound fiscal stewardship.

ALTERNATIVES CONSIDERED

If the Board does not approve the policy, tickets or passes provided to Metro from outside sources and then distributed to Metro officials may be reportable gifts. Metro must then make considerable efforts to track the gifts to ensure compliance with state law and FPPC regulations. Additionally, Metro would not adopt publicly available standards set by the FPPC for ticket acceptance and distribution.

NEXT STEPS

If approved, Metro will engage with outside sources, and distribute any tickets or passes, consistent with the policy.

ATTACHMENTS

Attachment A - Tickets or Passes Distribution Policy

Prepared by: Paul Solis, Chief Ethics Officer, (213) 922-2944.

Reviewed by: Paul Solis, Chief Ethics Officer, (213) 922-2944.



Los Angeles County
Metropolitan Transportation Authority

Metro

Tickets or Passes Distribution Policy

POLICY STATEMENT

Metro receives offers of tickets or passes to a variety of events from various sources. These tickets or passes are distributed pursuant to California Fair Political Practices Commission (FPPC) Regulations.

PURPOSE

The purpose of this policy is to comply with FPPC Regulations, which require that any distribution of tickets or passes by Metro to its Board or employees be made pursuant to a written policy adopted by the Metro Board of Directors.

This policy does not concern tickets, passes or other items of value which may be reportable on California Statements of Economic Interest (Form 700). All tickets or passes distributed under the terms of this policy are not gifts under FPPC Regulations.

APPLICATION

This policy and its procedures shall apply to all represented and non-represented Metro employees, Metro consultants designated as Form 700 filers, Members of the Metro Board of Directors and Board staff.

1.0 DEFINITION OF TERMS

Unless otherwise expressly provided herein, terms in this policy shall have the same meaning as that ascribed to such terms in the California Political Reform Act of 1974 (as amended) and FPPC Regulations (as amended).

For the purposes of this policy, the following definitions will apply:

1. "Agency" means the Los Angeles County Metropolitan Transportation Authority.
2. "Ticket" means anything that provides access, entry, or admission to a specific future event or function and for which similar tickets are sold to the public to view, listen to, or otherwise take advantage of the attraction or activity for which the ticket is sold and includes any benefits that the ticket provides.
3. "Pass" is a ticket that provides repeated access, entry, or admission to a facility or series of events and for which similar passes are sold to the public.
4. "Official" means any represented or non-represented Agency employee, Agency consultant designated as a Form 700 filer, Members of the Agency Board of Directors and Board staff.

2.0 GENERAL

The Communications Department will administer this policy and may create distribution procedures. The Ethics Department will respond to all Agency inquiries regarding application of the policy.

Tickets or passes are distributed pursuant to FPPC Regulations and as follows:

1. The ticket or pass shall not be earmarked by an outside source for use by a specific Agency Official.
2. The Agency shall determine in its sole discretion which Official(s) may use the tickets or passes.
3. Tickets or passes to an Agency Official performing a ceremonial role, as defined by applicable FPPC regulations, shall be governed by those regulations.
4. Distribution of any ticket or pass by the Agency to an Official shall accomplish one of the following public purposes of the Agency:

- a. As part of the Agency's community outreach efforts;
 - b. Representing the Agency at an event to sustain or build relationships with customers, businesses, or local, regional, state or federal agencies;
 - c. Representing the Agency at an event of a non-governmental organization, which will sustain or build relationships with that non-governmental organization in support of the Agency's Mission, Vision, or Strategic Plan;
 - d. The event will provide educational information that will benefit the Agency or Official(s) attending the event;
 - e. The Official's job duties require the Official to appear at the event;
 - f. Attendance of an Official of the Agency at the event will in some other way support the Agency's Mission, Vision or Strategic Plan;
 - g. The event is being attended in an effort to generate business or similar activity in the furtherance of the purposes of the Agency; and
 - h. To support general employee morale, retention or to reward public service (this purpose does not apply to tickets or passes provided to a Member of the Board of Directors, Chief Executive Officer, Agency Department head, or designated consultants).
5. Any ticket or pass distributed pursuant to the policy shall not be transferred to any other person, except to members of the Official's immediate family or no more than one guest solely for their attendance at the event.
 6. No Official who receives a ticket or pass pursuant to this policy shall sell or receive reimbursement for the value of such ticket or pass.
 7. Disproportionate use of tickets or passes by the Agency Board of Directors, Chief Executive Officer or any Agency Department head is prohibited.
 8. The record of the distribution of a ticket or pass pursuant to this policy shall be maintained as a public record and be subject to inspection and copying under California Government Code. In addition, the policy will be posted on the Agency's website no later than 30 days after the adoption.
 9. Within 45 days of distribution of a ticket or pass, the distribution must be reported on an appropriate disclosure form. The form will be posted on the Agency's website.

10. The Agency will not accept offers of tickets or passes from Agency contractors, subcontractors, bidders, proposers, lobbyists, lobbying firms, lobbyist employers, or anyone else doing business with the Agency, unless the Ethics Department determines that acceptance would be permissible under applicable Agency codes and state law.

3.0 PROCEDURE

1. Agency departments receiving offers of tickets or passes must forward the offer(s) to the Communications Department for initial review and assessment.
2. The Communications Department will forward the offer to the Ethics Department to review for compliance with applicable Agency codes and state law.
3. The Ethics Department will then issue an approval or denial. An approval will include a state issued disclosure form to be completed by the Communications Department.
4. The disclosure form will then be forwarded to the Agency's Chief Executive Officer (or designee) for signature.
5. The Agency will post all completed disclosure forms to its website, in compliance with applicable disclosure requirements.

4.0 REFERENCES

FPPC Regulation § 18944.1.

5.0 ATTACHMENTS

California Form 802.

6.0 PROCEDURAL HISTORY

xx/xx/xx Board Adopted



Board Report

File #: 2021-0611, **File Type:** Motion / Motion Response

Agenda Number: 38.

**EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 21, 2021**

**SUBJECT: RESPONSE TO MOTION 52 DOROTHY PEYTON GRAY TRANSPORTATION
LIBRARY AND ARCHIVE**

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Response to Motion 52 Dorothy Peyton Gray Transportation Library and Archive.

ISSUE

This is in response to File #2021-0455 Agenda Number 52, Motion by Directors Garcetti, Najarian, Barger, Butts, Sandoval, and Dupont-Walker instructing staff to report back with an update on an assessment and action plan for the Dorothy Peyton Gray Transportation Library and Archive. This report provides an assessment on the Library and Archive's current operations, opportunities, and challenges. It also includes an action plan to help maintain and strengthen the Library and Archive's contributions to Metro's core functions and mission.

BACKGROUND

The Dorothy Peyton Library is a transportation research library with a collection of Metro's own plans, documents, studies, reports, and publications as well as reference materials on a range of transportation and related topics. The Library offers staff, outside researchers and the general public access to a mix of print and digital resources. 40% of the collection is unique and cannot be found anywhere else. The Library also offers in-house research services.

The Archive is tasked with cataloguing and curating historically and culturally significant materials to document how transportation has helped shape the Los Angeles region over time. The Archive contains records from predecessor public and private transportation agencies, as well as donations from employees, estates, and elected officials. The collection dates to 1873.

DISCUSSION

Assessment

Current Functions & Benefits of the Library and Archive

The Library and Archive advances Metro's mission of world-class transportation by providing information services to individual Metro projects/programs and to the public (transportation scholars, etc.), which benefits decision-making and transportation outcomes. Examples of projects and work that have relied on the library for critical information are the following:

- The Fareless System Initiative - relied upon timely and expert information provided through reference requests on all aspects of fareless transit
- Preparation for the 2028 Olympics - referenced materials on the lessons from the 1984 Olympics that were catalogued by the library
- Pedestrian improvements from Union Station through El Pueblo to City Hall - relied upon research from the library of how to pursue such a project
- Transition to Fare Gates - research synthesis on barrier vs. barrier free fare collection conducted by the Library team
- Transit Courts - conducted national scan of case studies on transit agency transit courts
- Customer Code of Conduct - national scan of customer codes of conduct to inform Metro's ordinance
- Federal CNG Tax Credit - research on qualifications ultimately resulting in CNG tax credit producing \$12M in new revenues

The Library and Archive is currently staffed with 1.5 FTEs, two temporary, one contractor and one intern. The Library and Archive offers information assistance to Metro staff and the public. The team also manages and develops a collection of print and digital transportation-related resources that capture lessons of past transportation trends and are aligned with Metro's current trends and directions for the future. Additionally, the staff manages a variety of multimedia communications channels with the goal of promoting the library's collections and services and advancing knowledge of transportation. This includes curating a daily Los Angeles Transportation Headlines circular, hosting a Primary Resources Blog, hosting a Flickr page with historical photos, managing social media channels like Youtube, Twitter, and Facebook, as well as digital libraries for employees from the National Technical Information Service, Transportation Research Board's Transportation Research Record, EBSCO's Leadership and Management Library, and soon, the Knovel Engineering Technical Library.

Size and Reach of Library and Archive

In FY21, the Library and Archive set a record of 12.5 million internet interactions across all of their digital assets. Previous years had averaged 8-10 million interactions. The majority of these interactions are through their social media accounts, such as Twitter.

Asset	# of Interactions	Percent
-------	-------------------	---------

Digitized collections	13,260	0.1%
YouTube Videos	422,000	3.4%
Flickr Photos	2,280,885	18.2%
Twitter	8,493,305	67.9%
Facebook	1,129,553	9.0%
Primary Resources	31,909	0.3%
Transportation Headlines	120,433	1.0%
Metro.net	8,567	0.1%
intranet	Unknown	0.0%
Total	12,499,912	100%

FY21 year-end metrics showed that 120 reference questions were answered, 354 traditional prints of books/reports went through circulation, and 380 were circulated through digital versions in the library catalog. The library catalog had searches from 757 unique users. It also had 13,260 document downloads through its web collections. Due to the pandemic, the physical location of the library was closed and no changes were made to the library catalog. It is estimated that approximately three-fourths of the reference questions come from external/public users, and the majority of the online interactions are also with members of the public.

A 2017 survey of 365 Metro staff respondents showed that 70% reported visiting or contacting the Library for multiple reasons, and 30% reported not having used the Library's services or collections in the past five years. The majority of the 70% were staff from the Operations department. An example for how the Library and Archive team assists the Operations staff is through its maintenance of the original Reserve Service Area map documentation that is required per the 1975 Transit Development Act. Service Planning uses this when negotiating route changes with Metro's municipal partners. Additionally, the Library supports Operations by providing access to system timetables and maps that date back to 1950s, as well as examples of performance measures data that date back to the 1960s. This data suggests the library has cultivated a small, loyal customer base within Metro. More can be done to build awareness of the array and value of its services across all of Metro's business units.

With current staff, the Library and Archive team is able to conduct trainings and presentations to internal employee groups or staff meetings about twice per year. Presentations to external constituents average around six per year. This does not include past year conference presentations, which the Library and Archive team will do by request. Examples of past presentations include speaking on local planning history to the Asuza Historical Society, Glendora Historical Society, and Huntington Library, presenting on urban planning to UCLA, UCI and UCSB, and speaking on the history of West Santa Ana Branch corridor to EcoRapid board.

The Metro Library and Archive collection is estimated to contain 250,000-275,000 items. The Archive has cataloged about 20,000 records of historic artifacts, photographs, films, videos, deeds, maps, documents, news and newsletter articles, contracts, and historical records that document Los

Angeles transit history from 1873 to the present. The Library catalog currently contains about 50,000 records. Additionally, about 20% of the 50,000 library shelf collection items have been digitized, or approximately 10,000 items. The Library and Archive team is currently able to digitize assets at a rate of 1% per year due to limited staff capacity while its backlog of uncatalogued items continues to grow.

Benchmarks with Other Transportation Libraries

Library	Annual Org. Budget	Total FY21 Library Budget	Contract/Temp. Budget	FTE Salaries	Staff Allocation	FY21 Reference Requests
LA Metro Dorothy Peyton Library	\$8B	\$778k	\$153k	\$234kK	1.5 FTE 1 intern 2 temporary 1 contractor	120
Wisconsin DOT Library	\$2.88B	\$100k	\$0K	\$85K	1.5 FTEs	498
Cal Berkeley ITS Library	n/a	\$374k	\$0K	\$205k	3 FTEs	17

The above table shows other transportation research libraries that have produced leaders on the national level in library science. The metrics in the above table are illustrative of how other transportation libraries allocate budget and staffing. The Dorothy Peyton Library currently allocates a greater share of funding to contract and temporary staff compared to these peer organizations.

Limitations & Constraints of Library and Archive

Succession Planning and Staffing: The Library and Archive currently has 1.5 FTEs, and these staff will all likely be retiring by 2024. There are currently no full-time staff to replace these FTEs in leadership and service, which leaves the Library and Archive with no viable succession plan. The complex, interdisciplinary nature of transportation requires at least two years of subject specialization for professional librarians and archivists to achieve fluency with the collections and other resources, and temporary or contract staff positions are not designed for this type of work, and Metro policy on temporary staffing limits their service time. This has not allowed staff to advance priority strategic initiatives, or prepare the Library and Archive to be future-ready.

Need for Increased Digitization of Resources and Data Governance Policy: One of the goals of the Library and Archive is to meet the increasing demand for digital content by digitizing more of its assets. This need has been echoed by various Metro departments that are adjusting to a future that includes more telework. The need for a digital archival system is even more pronounced given the recent overhaul of the Metro website. Before the launch of the 'lifeboat' site, *Metro.net* had become a default storage for Agency public documents.

A summary of the assessment is as follows:

- The Library and Archive offers information assistance to Metro staff and the public and strives to provide information faster, better, and cheaper.
- There is still a shortfall in its efforts to build awareness of the array and value of its services across all of Metro's business units and the public
- The data suggests there has been a higher demand for downloads and digital resources over the past few years, but the Library and Archive has not been able to meet that demand.
- The Dorothy Peyton Library currently allocates a greater share of funding to contract and temporary staff compared to others.
- There is no current succession plan for FTE's that are retirement eligible by 2024.

Action Plan

Staff has identified a series of initiatives for how the Library and Archive can improve access to its resources, contribute to Metro's mission and core business, and grow its presence within the agency and the communities we serve.

Oral History Program: During the Voluntary Separation Incentive Program process, HC&D created a knowledge transfer library and interviewed individuals that were leaving the agency for knowledge retention. There is not, however, a general exit-interview and oral history process. The Library and Archive has identified capturing the narratives and experiences of key Metro leaders and policy makers, such as Board deputies, past Board members, executives, long-serving bus operators, etc., with a focus on Diversity, Equity and Inclusion in prioritizing oral histories as an invaluable source of information and perspective relevant to Metro's history and legacy. A natural partnership exists between HC&D and the Library and specifically, with Talent Development, for an oral history program.

School, workforce, and community programming: With appropriate resources, the Library and Archive can drive more awareness of and understanding for how to utilize the information services Metro offers to its current workforce, a pipeline of future transportation workers, and community partners. Metro has several work streams dedicated to cultivating the next generation of transportation workers. Examples of upcoming programs are the Seed LA School, Metro Teacher Externship Program, and the Metro Youth Career Experience. NextGen Workforce Programs such as the Transportation Career Academy Program (TCAP), Metro Internship Program (MIP), and Entry Level Trainee Program (ELTP) already take advantage of the Library.

The Library & Archive staff has experience contributing to transportation curriculum development and providing trainings on research skills, and there is opportunity for partnerships between HC&D and the Library and Archive. Additionally, the Library and Archive can pursue partnerships with schools and community organizations to help inform and educate youth and residents about LA's transportation history and trends. equity in the dissemination of this resource. These partnerships will prioritize institutions in equity focus communities. The Library and Archive staff can track and monitor demographics of program participants and Oral History Program interviewees to ensure there are not disparities across race, socio-economy, and gender.

Increased Digitalization: In order to meet the increased demand for digital resources, the Library and Archive should accelerate the digitalization of its existing collection. This need has been echoed by various Metro departments that are adjusting to a future that includes more telework. Metro should also advance an enterprise-wide data governance policy, which should require all relevant data and publications to be 'deposited' in the library and/or archives, further growing the digital collection. (See the next recommendation for additional details on data governance.)

Creation of Data Governance Policy. Goal 5.3 of Vision 2028 calls for a data management policy, and the Metro Recovery Task Force also recommended the need to better collect and share data with staff and the public. The need for a digital archival system is even more pronounced given the recent overhaul of the Metro website. Metro should advance an enterprise-wide data governance policy that is effective, upheld, and enforced across the agency. All Metro departments and business units produce, manage, analyze, and/or store some kind(s) of data. However, these individual systems are largely left up to each department or unit's own use case and are not necessarily compatible with one another. Their contents are also not widely shared between departments, which creates inefficiencies and redundancies in workflows due to inadvertent duplication of data and time spent identifying whether a particular data source exists. Given their expertise in knowledge management, such as ontology, taxonomy and archiving, the Library and Archive staff, as well as RRIM, should have a role in conceptualizing and informing any data governance policy and program. A robust and well-enforced data governance policy will ensure the Library and Archive receives more streamlined, refined assets and data from all departments and will make the collection more comprehensive into the future.

Philanthropic Funding for Programming: A review of Metro's grants database shows that Metro has not received any philanthropic funding in recent years. However, Metro's portfolio is diverse and Metro's Federal/State Policy and Programming team is currently working on the process for managing discretionary grants applications for the agency, including discussing philanthropic sources. A scan of potential philanthropic funding sources has shown that most do not cover operations (including staffing) as an eligible expense, but will support archiving and cataloging of unique projects. The Metro Library and Archive team currently subscribes to resources that promote such opportunities, and they can work with relevant staff to pursue philanthropic opportunities to expand programming. As with all discretionary funding sources, Metro staff should assess not only the eligibility and alignment of the philanthropic funding sources with the work of Metro's Library and Archive, but also the overall value of any potential philanthropic grant considering any risks or burdens that the grant terms and requirements may impose on the agency.

Target KPIs

The Library and Archive staff will work with the Board Clerk to set targets demonstrating how expanding staffing would enable their business unit to provide greater support to core Metro functions and further advance Metro's mission of world class transportation. These key performance indicators should include expansion of existing tasks, and when appropriate, can also include new programming. For example:

- Conduct trainings to reach 100 staff annually, including staff from all ten departments by 2024;
- Increase digitization of physical assets from current 20% level and 1% annual rate to 5% annual rate, which would enable digitization of 50% of physical assets by 2028;
- Increase interactions with assets (digitized collections, Flickr photos, primary resources blog, transportation headlines, etc.) from 12.5 million to 15 million by 2024;
- Double annual circulation (print and digital) from approximately 750 to 1500; annual library catalog searches from approximately 750 users to 1500 users; and document downloads from approximately 13,250 to 25,000. Achieve these goals by 2028;
- Increase reference questions received and answered from staff and public from 120 annually to 200 annually by 2024 and 500 annually by 2028; and
- Develop and launch a community and school outreach program with a focus on organizations in equity focus communities. Set target of reaching 10 organizations and/or schools annually through tours, displays, and other partnerships.

Organization and Staffing

To ensure the Library and Archive can succeed in fulfilling its role as a research institution and effectively contribute to Metro's core business and mission, the CEO changed the reporting function of the Library and Archive Unit to the Board Clerk to align Board Administration as the keeper of the record for Metro's legacy and history, and to facilitate better collaboration.

To provide immediate support, the CEO has authorized two new FTE's to support succession planning. Once the analysis of the target KPIs is completed with the Board Clerk, staff will analyze the need for additional staffing support as part of the FY23 Budget Development process that begins this Fall. Having adequate staffing is the key to increased digitization of resources, increasing trainings will allow more staff the knowhow to use the Library and Archives and can improve Metro projects and operations, and increasing community and school partnerships can improve community access.

FINANCIAL IMPACT

Receiving and filing staff's response to Motion 52 Dorothy Peyton Gray Transportation Library and Archive has no impact to budget. However, any future recommendation for additional FTEs will take the appropriate steps to analyze the financial impact to the agency.

EQUITY PLATFORM

The recommended action plan includes increasing community and school partnerships and programming, with a focus in EFCs. Program offerings can include curriculum development around transportation and Los Angeles history, free trainings on transportation research skills, and increased awareness of the array and value of the Library's transportation-research services. For example, the

Library staff has previously consulted on curriculum development and a reading list for the Renaissance Academy Urban Planning High School Program. Similar efforts can drive more awareness of and increase accessibility of the Library and Archive for EFC program participants. Students that otherwise would not be familiarized and oriented to the transportation-related resources offered by the Library and Archive would get exposure to these resources. The proposed Oral History Program would prioritize diversity, equity, and inclusion representation of individuals to capture their lived experiences working for Metro. This Program can help document and capture the perspectives and experiences of individuals whose stories might otherwise not be shared publicly. The interviews should be easy to find and access. To the extent possible, staff recommends the Library and Archive staff can track and monitor demographics of program participants and Oral History Program interviewees to ensure there are not disparities across race, socio-economy, and gender.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The assessment and recommended action plan supports strategic plan goals 1, 4, and 5. The action plan helps support and inform project planning and operations, supports applying resources towards regionally and nationally-significant historical materials and partnerships to advance the understanding of transportation, and provides for sustainable staffing and succession planning.

NEXT STEPS

The Library and Archive team will work with the Board Clerk to further flesh out the recommended action plan, including additional analysis around budget impacts and FTE requests.

ATTACHMENTS

Attachment A - File 2021-0455 Motion 52 Dorothy Peyton Library and Archive

Prepared by: Emma Huang, Principal Transportation Planner (213) 922-5445
Mark Vallianatos, Executive Officer, (213) 922-5282

Reviewed by: Joshua Schank, Chief Innovation Officer, (213) 418-3345



Board Report

File #: 2021-0455, **File Type:** Motion / Motion Response

Agenda Number: 52.

REVISED
REGULAR BOARD MEETING
JUNE 24, 2021

Motion by:

DIRECTORS GARCETTI, NAJARIAN, BARGER, BUTTS, SANDOVAL, AND DUPONT-WALKER

Dorothy Peyton Gray Transportation Library and Archive

In everything it does, Metro should always strive to be the best and most prestigious transportation agency in the nation.

Metro's Dorothy Peyton Gray Transportation Library and Archive is an exceptional institution and one of the most comprehensive transit operator-owned library resources in the United States. As Southern California's only multimodal transportation library, it serves employees, the public, governments, and research institutions with timely access to information supporting transportation policy, research, operations, and technology transfer. It is recognized for providing invaluable research, resources, history, and archives that give context to transportation issues and history in Los Angeles and Southern California as well as leadership within the transportation research community.

Approximately 40% of the Dorothy Peyton Gray Library's collection is unique. The library's team works with the National Transportation Library and the Transportation Research Board to improve the availability of transportation-related information needed by federal, state, and local decision-makers. The library partners with local, national, and international entities in cooperative ventures and information sharing.

The library has also developed a robust social media presence with its Primary Resources blog, Transportation Headlines blog, Flickr photo stream with thousands of unique historic images, and YouTube channel featuring historic films and videos.

However, the library's ability to continue providing these services is at risk. In the past decade, the library has operated largely on a shoestring. Its staff has declined to the point that it now has one dedicated full-time position, plus a small number of temporary and as-needed support staff. This level of staffing is insufficient for Metro to provide satisfactory customer service and further grow the library's presence and standing within Los Angeles County, the transportation and historical communities at large, and beyond. Additionally, in recent years the library has been reorganized several times into different departments and operating units within Metro, contributing to its challenges. As a result of these challenges, priority strategic initiatives have not been able to

advance, including digitization of the library's catalogue and archive.

To address these risks, Metro should perform a strengths, weaknesses, opportunities, and threats analysis (or equivalent) to determine the appropriate staffing, investment, technologies, organizational standing, and strategic partnerships for the Dorothy Peyton Gray Library to maintain and grow its standing and prestige.

Achieving and maintaining an exceptional library and historical archive is essential for Metro to provide transparency to its staff, stakeholders, and constituents.

SUBJECT: DOROTHY PEYTON GRAY TRANSPORTATION LIBRARY AND ARCHIVE

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Najarian, Barger, Butts, Sandoval, and Dupont-Walker that the Board of Directors direct the Chief Executive Officer to:

- A. Develop a comprehensive assessment and action plan for the Dorothy Peyton Gray Transportation Library and Archive, including but not limited to recommendations for Board action on:
1. Short-, mid-, and long-term goals for the library to improve accessibility to its materials and grow its community presence;
 2. Appropriate permanent staffing and other investment to ensure achieving and maintaining an exceptional level of service and prestige;
 3. A permanent home within the Metro organization consistent with Metro's enabling legislation;
 4. Potential strategic partnerships to help the library grow its reach;
 5. Benchmarks against peer agencies and libraries;
 6. Any other relevant opportunities related to the library's mission, services, and standing; and
- B. Report back to the October 2021 Executive Management Committee with an update on all the above. Re: directive A.2 (FTEs), report back earlier than October 2021 as appropriate.

SOLIS AMENDMENT: The report back should include an exploration of philanthropic funding to help support the library's operations.



Metro

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

Board Report

File #: 2021-0535, **File Type:** Oral Report / Presentation

Agenda Number: 40.

EXECUTIVE MANAGEMENT COMMITTEE OCTOBER 21, 2021

SUBJECT: CUSTOMER EXPERIENCE UPDATE ORAL REPORT

ACTION: ORAL REPORT

RECOMMENDATION

RECEIVE oral report on Customer Experience (CX) Update.

EQUITY PLATFORM

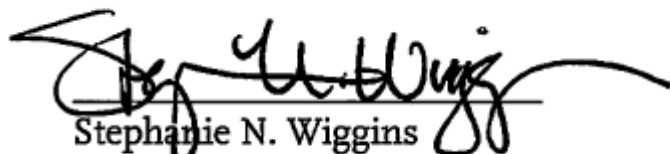
The Customer Experience Unit analyzes whether the investment addresses specific inequities for marginalized customers. Examples of bringing an equity focus to CX initiatives include funding of:

- Targeted marketing of the TransitWatch app and phone number/SMS text option on bus benches at bus stops that fall in EFCs, to reach riders without smartphones
- Testing better lighting at bus stops to improve personal security for women, girls, transgender and nonbinary people, as called for in *Understanding How Women Travel*
- Midday, layover cleaning at a high-volume terminal that directly benefits riders in EFCs on higher-ridership lines such as Line 70, 76, 92, 94, and 102.

Diverse riders have diverse needs, and the upcoming CX Plan will highlight the needs of various racial/ethnic groups, women, girls, people who are nonbinary and transgender, riders with a range of disabilities, and other categories.

Prepared by: Aaron Weinstein, EO, Customer Experience (213) 922-3028

Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie N. Wiggins
Chief Executive Officer

Customer Experience Update

October 21, 2021



Metro®

Customer Experience Program Overview

- Annual Customer Experience (CX) Plan required by Board Motion 38.1 (2018)
- April 2020 – CX Department established
- Dec 2020 - First CX Plan adopted by Board
 - Available at metro.net/plans/cx

How can NJ Transit improve customer service? Look to L.A., advocacy group says.

Updated Feb 11, 2021

By [Larry Higgs | NJ.com](#)

...could service as a blueprint for NJ Transit and provide marching orders for the next customer advocate, said Janna Chernetz , Tri-State Transportation Campaign deputy executive director, who introduced the idea at Wednesday's NJ transit board meeting...

Customer Experience Definition

Customer Experience (CX) is the sum total of the experiences our customers have at every stage of their journey. The goal is to minimize pain points, maximize smooth, uneventful experiences, and find opportunities for occasional surprise and delight.



(CX is inclusive of NextGen, Better Bus, and Rail initiatives)

Early CX Wins: Bus Vinyl Seat Swapouts

- Fabric seats harbor odor, pests, grime, and absorb liquids
- Swapping out fabric seats to vinyl, which is easier to clean
- 50 buses completed
- Will complete 330 more buses in FY22
- On pace to complete entire in-service fleet over three years

"I'm always carrying newspapers or plastic or some kind of protection because many times I have seen seats dirty, either wet or smears with what seems is feces..." Latinx/Hispanic female, 45-54



Early CX Wins: B/D Line Train Cleaning

- In June 2021, began enhanced cleaning of trains (trash pickup, mopping, sweeping) on B/D (Red/Purple) at North Hollywood and Wilshire/Western stations, weekdays only (7-12:30AM & 2:30-8PM)
- Location moved to Union Station after Sept shakeup
- 48% decrease in litter/trash on the B (Red) Line. Impact not yet measured on D (Purple) Line.
- Opportunities/Challenges:
 - Program will be extended to additional lines as resources allow
 - Staff shortages, currently hiring/backfilling positions

"The red line especially is very dirty and musty, it smells all the time. Not a fun experience" Asian Pacific Islander female, 18-24



Early CX Wins: Bus Interior Cleaning Pilot

- To prevent trash from building up on buses throughout the day, Operations is piloting weekday cleaning at layover points (10-6:30pm)
- Launched August 23rd at Terminal 28:
 - In first month, service attendants removed over 5,000 pieces or piles of trash* on 2,200 buses, cleaned up over 150 spills, removed over 400 incidences of graffiti
- Opportunities/Challenges:
 - Serves high ridership lines, around 8% of total bus trips

*A trash pile is counted as one item if the pile is contained within a 1-foot radius

“Most of the time the bus is clean in the morning but by time other people ride...they leave the trash on the bus” – Black/African American female with disability, 55-64



Early CX Wins: TransitWatch Campaign

- To help customers feel safer on buses and trains, Communications is running ads to promote the TransitWatch app.
- Results: 12,000 new app downloads from Spring campaign (Apr-Jun 2021), FY22 campaign underway with total goal of 25,000 app downloads
- Opportunities/Challenges:
 - Will include more bus bench ads in Equity Focus Communities (EFCs) in future campaigns to promote text message number

"Signs on platforms tell us to "see something say something" but who do we say these things to if no one is on the train or platform when we get off?" –Latinx/Hispanic female, 25-34

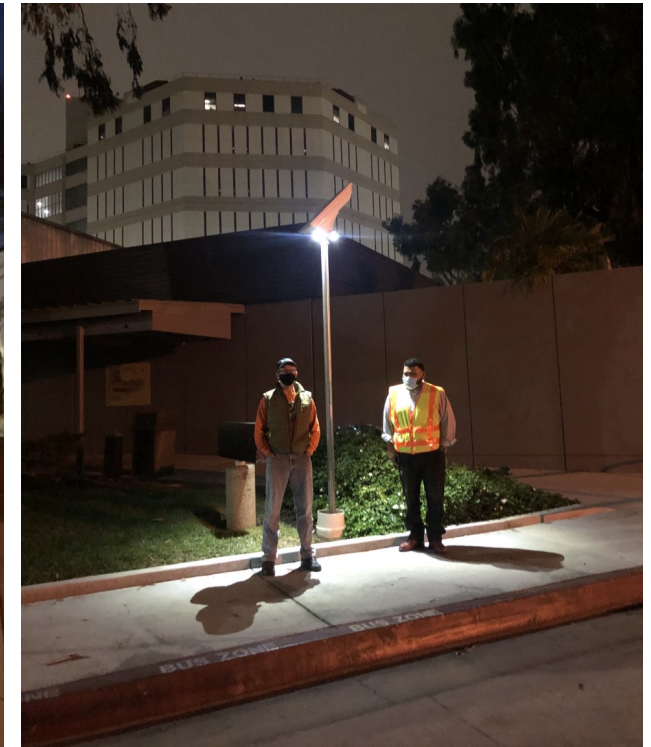


TransitWatch Ad Posted on Bus Bench in City of LA

Early CX Wins: Solar Lighting Tests

- Less than 1% of bus stops have dedicated lighting to help customers feel safe while waiting for their bus at night
- Solar lighting provides a possible, lower cost solution
 - Tests underway at five bus stops, three vendors provided free proof of concept units
 - Looking to test other products with higher illuminance
- Customer survey planned for Nov
- Seeking funding for larger scale pilot

“Metro bus stops can be pretty dark at night...you can't really protect yourself from others/watch your surroundings.” –Black/African American female with disability, 18-24, below poverty line



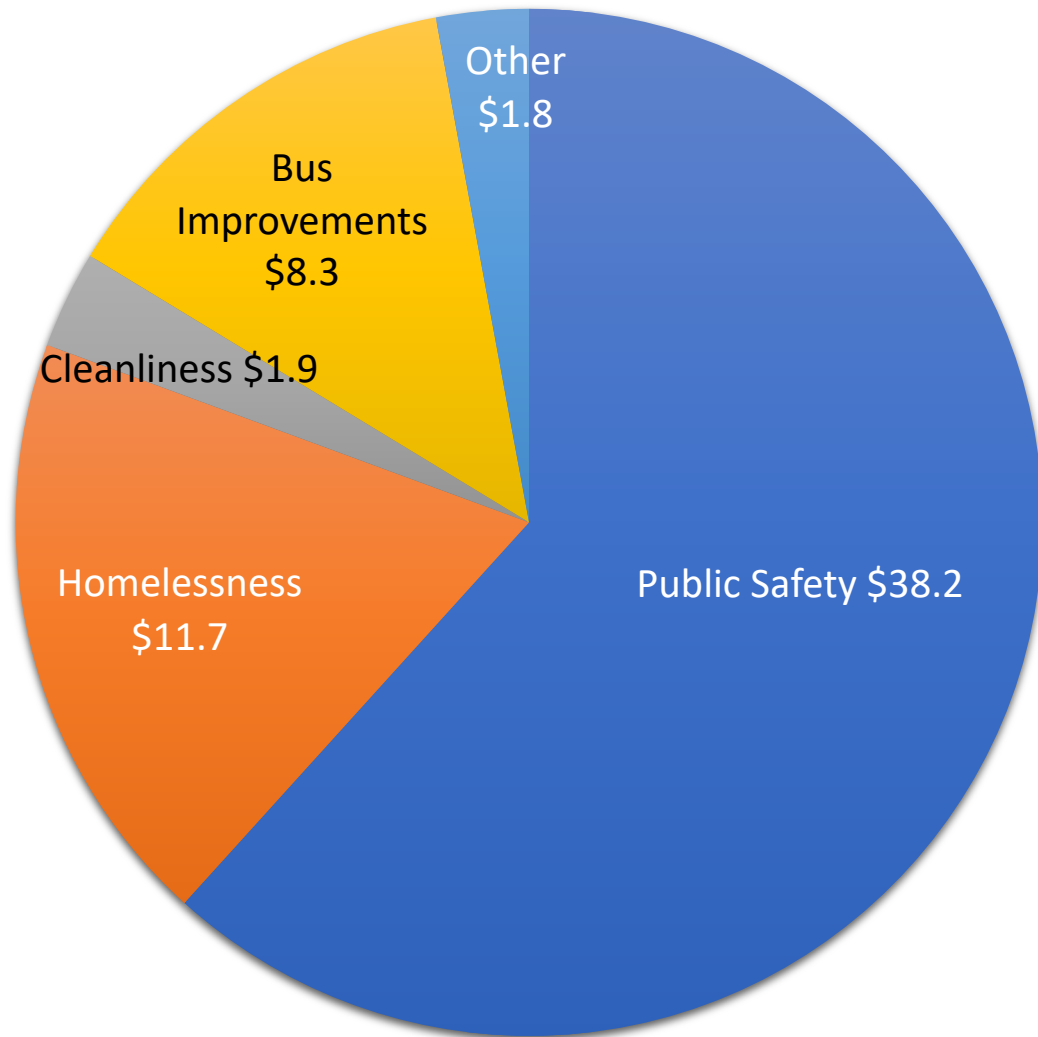
Early CX Wins: Homelessness Outreach

- Temporary Shelter Vouchers: 80 beds provided for People Experiencing Homelessness by PATH workers from March-July 2021
- Results: 161 individuals housed Mar – Jul 2021
 - 19% transitioned to family reunification, housing and/or social services
 - 33% still residents
 - 47% decided to leave or were asked to leave

“[At] some stops you can't even sit down on the benches because there's homeless people living on [them] or they have their stuff on [them].”
Latinx/Hispanic female, age 18-24, below poverty line

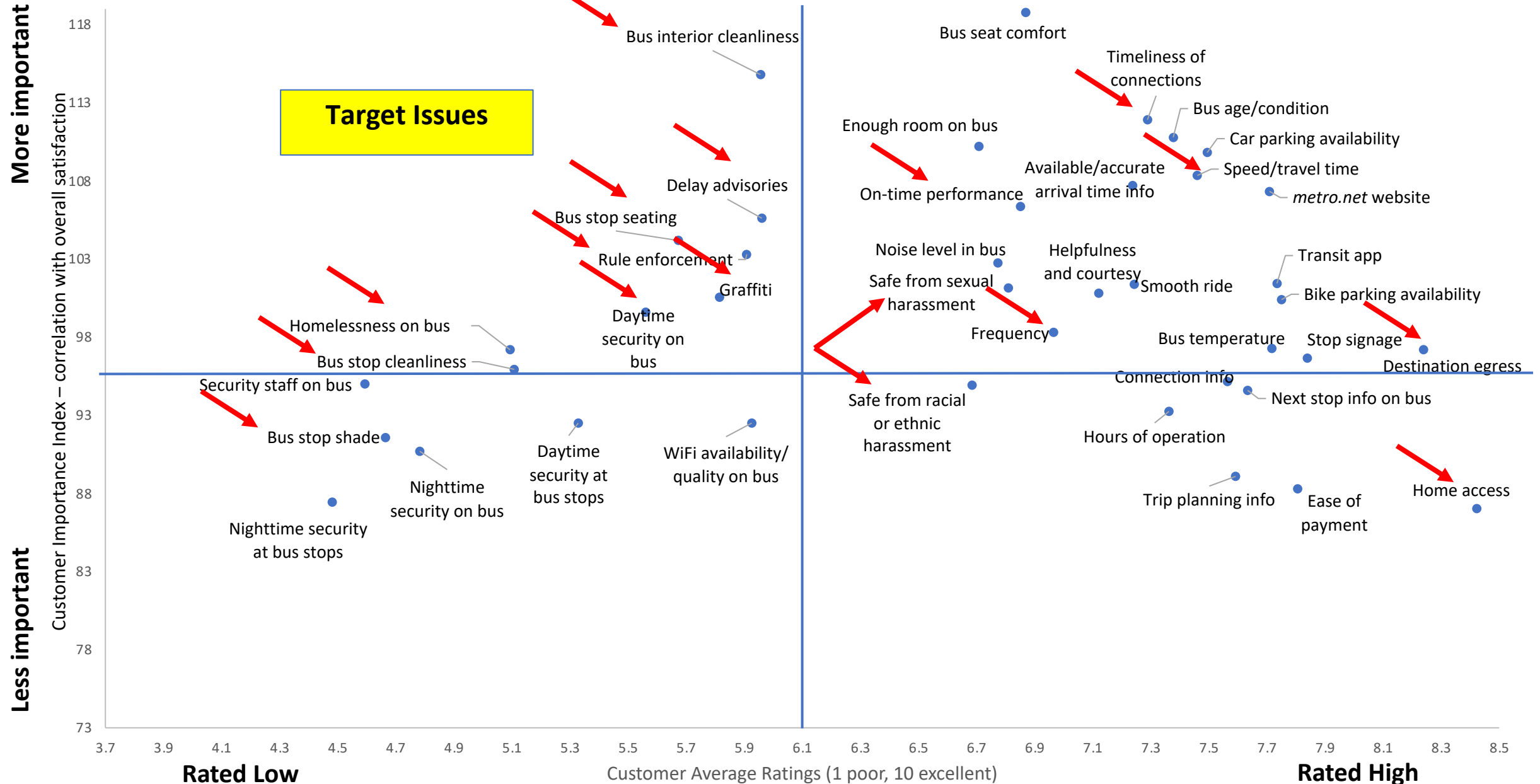


FY22 Budget CX Initiatives - \$61.9M



- Staff is evaluating shift of unobligated funds from CX initiatives that do not yet need funding to CX Plan items that are ready to proceed.

Bus Quadrant Chart – 2020 Customer Experience Survey



2022 CX Plan Outline

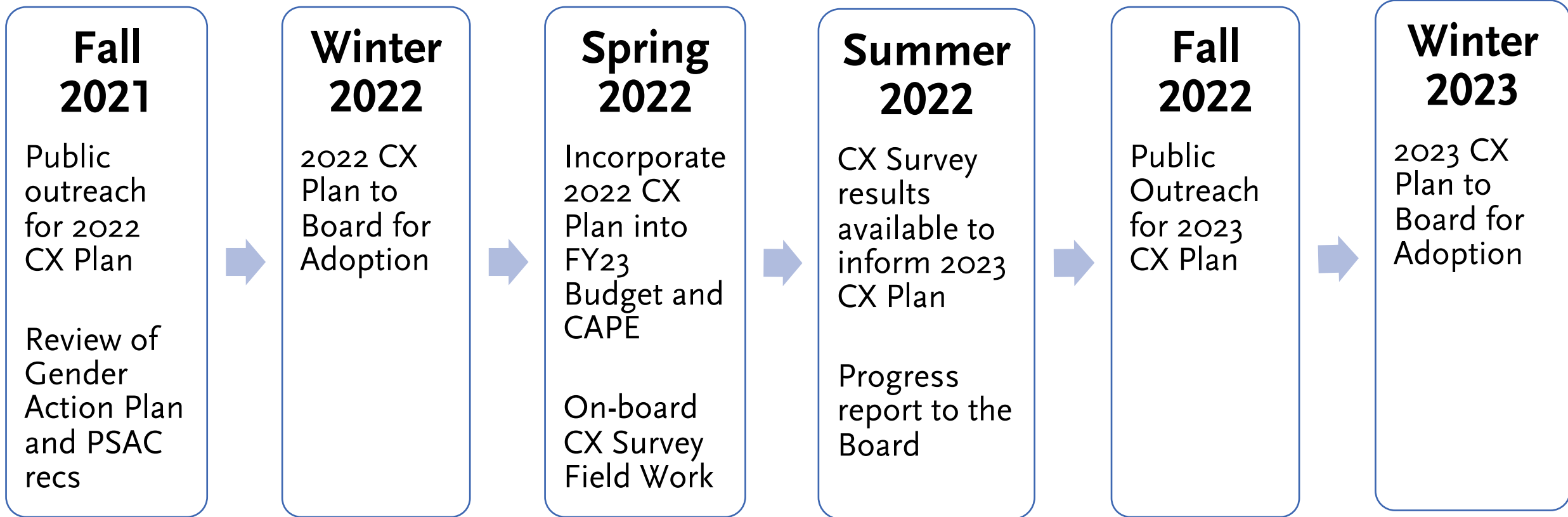
1. Top customer pain points from research
 - a. Cleanliness
 - b. Public safety
 - c. Bus Stop Shade and Seating
 - d. Time Competitiveness and Connectivity
 - e. Customer Info
2. Initiatives to address pain points
 - a. Completed
 - b. In the pipeline
 - c. Are initiatives adequate?
 - d. Barriers to improvement?
 - e. New opportunities?
3. Diverse Riders, Diverse Needs
4. Status of 70 CX and Better Bus Action Items
5. Institutionalizing CX
 - a. CX Culture
 - b. UX Testing Policy
 - c. Bus Shakeup Protocols
 - d. KPI's
 - e. Planning, budgeting, and performance systems

CX Culture Change

- CEO is committed to building a strong customer experience culture at all levels:
 - Metro leadership
 - Front-line employees
 - Admin and professional staff
- New CX Culture Committee:
 - Meets monthly
 - Defines beliefs and behaviors we want Metro employees to have and integrates them into hiring, training, coaching, and recognition programs.



18 Month Look Ahead



Web page where the public can read
about Customer Experience at Metro
and provide comments:

metro.net/plans/cx





Metro

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

Board Report

File #: 2021-0540, File Type: Informational Report

Agenda Number: 25.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 21, 2021**

**SUBJECT: OFFICE OF THE INSPECTOR GENERAL (OIG) REPORT ON AUDIT OF
METRO TRANSIT SECURITY SERVICES PERFORMANCE FOR THE
FISCAL YEAR ENDED JUNE 30, 2020**

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Office of the Inspector General (OIG) Report on Audit of Metro Transit Security Services Performance for the Fiscal Year Ended June 30, 2020.

ISSUE

On February 23, 2017, the Metro Board passed a motion directing the Office of the Inspector General (OIG) to conduct an annual audit of each law enforcement services contract to determine how key performance indicators measure up against actual performance metrics. The audit is to ensure that Metro is receiving the services it is paying for.

BACKGROUND

In 2017, LACMTA (Metro) awarded three separate five-year firm fixed unit rate contracts to the Los Angeles Police Department (LAPD), the Los Angeles County Sheriff's Department (LASD), and the Long Beach Police Department (LBPD) for transit law enforcement services to support day-to-day operations across Metro's entire service area. Metro also directly employs transit security officers who perform fare checks and bus/rail patrolling, as overseen by the Systems Security & Law Enforcement (SSLE) Department.

DISCUSSION

The report discusses the following:

- A. Follow-up on Prior Audit Recommendations

-
- B. Use of Contract Funds
 - C. Review of Billings
 - D. Monitoring and Oversight
 - E. Adherence to Contract Requirements
 - F. Use of GPS Information on Mobile Phone Validators
 - G. Metro's Access to Video from Police Body Cameras

CONCLUSION

Contracted Law Enforcement Agencies

We found for the areas covered in this audit that the three law enforcement agencies for the most part, provided transit security services in accordance with contract requirements. However, as discussed in this report, we did identify for two or more of the agencies, non-compliance items in the areas of billings, personnel and training, and community policing. The three law enforcement agencies should continue to be vigilant in adhering to all contract requirements. This will help ensure that Metro's overall transit security services are operating in the most effective and efficient manner.

Metro's System Security and Law Enforcement Services (SSLE)

We found that SSLE has taken steps to strengthen their monitoring and oversight function. This includes creating a Compliance Unit whose main responsibility is to monitor and ensure that the three law enforcement agencies are adhering to contract requirements, reviewing 100% of invoices before they are submitted to Accounting for payment, and being able to monitor and track contract resources in the field. SSLE can further strengthen its oversight function as well as overall transit security performance by working with the law enforcement agencies to develop targets and goals for Key Performance Indicators, continuing to strengthen controls over tracking contracted resources in the field, and developing and updating on an annual basis a Community Policing Plan. Developing a Community Policing Plan will provide guidance not only to the law enforcement agencies but also to Metro's officials.

Modification of Contract in March 2021

The audit found that there was additional extraordinary spending by prior SSLE management over the regular monthly charges that had an impact on the use of contract funds for things such as special events and enhanced deployments. For FY20 alone, Metro paid LAPD about \$15 million for enhanced deployments and approximately \$800,000 for special events. In addition, Metro paid LASD \$1.7 million for special events and enhanced deployments above the regular budgeted contracted duties. Payments for these additional services had the effect of depleting the 5-year life of project budget early, thereby leaving insufficient funds to pay for the regular monthly services for the balance of the contract term. This resulted in new management in SSLE having to request additional funds to finish the contract period for just the regular law enforcement deployments for which Metro contracted to receive.

In March 2021, Metro's Board approved a modification to increase the overall total contract amount by \$36,000,000 to \$681,675,758 to cover costs through December 31, 2021. The contract period

that extends beyond December 31st to June 2022, is currently not funded.

Unless deployments or spending under the law enforcement contracts are significantly reduced immediately, there will still be a shortfall in FY22 at current spending levels.

Budget Controls

We found that additional budget controls are needed to ensure deployments and invoices paid stay within the Board approved budget. Due in large part to deployments for special events, and in small part to lack of controls on how many law enforcement persons can be billed at overtime rates versus regular full-time rates including vacation and paid holidays, prior SSLE Metro management overspent funds in early years of the contract leaving insufficient funds for the last year of the contracts. We found special events deployment costs need to be recovered by the law enforcement entity or Metro from the private party event host, or a contingency reserve needs to be established for that, or both, to control spending. We also found spending needs to be programmed on an annual basis for multi-year contracts and monitored by OMB in that way.

RECOMMENDATIONS

The Office of the Inspector General is providing 29 recommendations to improve/strengthen the controls on transit security, which are summarized in the report Appendix. The recommendations will enhance performance efficiency and effectiveness of Metro's System Security and Law Enforcement Services.

FINANCIAL IMPACT

There is no financial or budgetary impact by accepting the report, but adoption of the recommendations would contribute in implementing more effective controls.

EQUITY PLATFORM

It is the opinion of the OIG that there is no direct equity impact by production of this audit alone. However, failure to act on our recommendations could lead to providing less equitable service or not promoting equity in our operations to the best and highest level reasonably possible. Specifically, the accomplishment of our recommendations #17 (Develop and update annually a written agency-wide Community Policing Plan), #20 (Include in future contracts the requirement of wearing body cameras by all contracted law enforcement personnel when policing the Metro System), #24 (Description of the specific training provided to its officers in the area of Problem-Oriented Policing, LAPD), and #26 (same as #24, LASD) will promote providing equitable service.

Depending on what action is taken to address the shortfall of funds for the remaining period of the contracts or other recommendations herein, equity impacts should be considered. The Agency may use the information contained in this report to examine and make determinations concerning those issues.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendations in this report support the following Strategic Plan Goals:

Goal 2.1: Metro is committed to improving security.

Goal 5.2: Metro will exercise good public policy judgment and sound fiscal stewardship.

Goal 5.6: Metro will foster and maintain a strong safety culture.

NEXT STEPS

Metro management should:

- Complete the Schedule for Tracking Metro's Proposed Actions in Response to the recommendations in Appendix B of the report as determinations are made on implementing the recommendations; and
- Periodically report to the Metro Board on the status of actions taken to implement the recommendations.

ATTACHMENTS

Attachment A: Final Report on Audit of Metro Transit Security Services Performance for the Fiscal Year Ended June 30, 2020 (Report No. 22-AUD-02)

Prepared by: Asuncion Dimaculangan, Senior Auditor, (213) 244-7311
Dawn Williams-Woodson, Manager, Audit, (213) 244-7302
Yvonne Zheng, Senior Manager, Audit, (213) 244-7301
George Maycott, Senior Director, Special Projects (Interim), (213) 244-7310

Reviewed by: Karen Gorman, Inspector General, (213) 922-2975

**Los Angeles County
Metropolitan Transportation Authority
Office of the Inspector General**

**Audit of Metro Transit Security
Services Performance
For the Fiscal Year Ended June 30, 2020**

Report No. 22-AUD-02

September 13, 2021





Metro

**Los Angeles County
Metropolitan Transportation Authority**

Office of the Inspector General
818 West 7th Street, Suite 500
Los Angeles, CA 90017

213.244.7300 Tel
213.244.7318 Fax

DATE: September 13, 2021

TO: Board of Directors

FROM: Karen Gorman, Inspector General
Office of the Inspector General

SUBJECT: Final Report on Audit of Metro Transit Security Services Performance for the Fiscal Year Ended June 30, 2020 (Report No. 22-AUD-02)

The Office of the Inspector General (OIG) conducted an audit on the performance of Metro's System Security & Law Enforcement (SSLE) Department and the three contracted law enforcement agencies for the period of July 1, 2019 to June 30, 2020 (FY20). Since 2009, Metro has had a contract with the Los Angeles County Sheriff's Department (LASD) to provide Metro with transit policing services. Beginning July 1, 2017, Metro implemented a new transit security strategy, which includes obtaining services from three law enforcement agencies – the City of Los Angeles Police Department (LAPD), the City of Long Beach Police Department (LBPd), and the Los Angeles County Sheriff's Department (LASD). In addition, SSLE transit security officers (TSO) provide security over Metro facilities, perform fare compliance checks, and patrol bus and rail systems.

On February 23, 2017, the Metro Board passed a motion directing the Office of the Inspector General (OIG) to annually audit each law enforcement services contract to determine how key performance indicators measure up against actual performance metrics. The OIG hired a consultant to complete the required annual reviews for Fiscal Years 2018 and 2019. Due to Metro's budget constraints resulting from the COVID-19 pandemic, the review of FY20 Transit Security Services Performance was streamlined and conducted in-house by OIG audit staff. The audit focused on the following seven areas:

- A. Follow-up on Prior Audit Recommendations
- B. Use of Contract Budgeted Funds
- C. Review of Billings
- D. Monitoring and Oversight
- E. Adherence to Contract Requirements
- F. Use of GPS Information on Mobile Phone Validators
- G. Metro's Access to Video from Police Body Cameras

The audit identified a number of recommendations for improving transit security performance. The Appendix to the report lists 29 recommendations that will enhance performance efficiency and effectiveness in various transit security areas.



Metro

**Los Angeles County
Metropolitan Transportation Authority**

Office of the Inspector General
818 West 7th Street, Suite 500
Los Angeles, CA 90017

213.244.7300 Tel
213.244.7318 Fax

Contracted Law Enforcement Agencies

We found for the areas covered in this audit that the three law enforcement agencies for the most part, provided transit security services in accordance with contract requirements. However, as discussed in the report, we did identify for two or more of the agencies, non-compliance items in the areas of billings, personnel and training, and community policing. The three law enforcement agencies should continue to be vigilant in adhering to all contract requirements. This will help ensure that Metro's overall transit security services are operating in the most effective and efficient manner.

Metro's System Security and Law Enforcement Services (SSLE)

We found that SSLE has taken steps to strengthen their monitoring and oversight function. This includes creating a Compliance Unit whose main responsibility is to monitor and ensure that the three law enforcement agencies are adhering to contract requirements, reviewing 100% of invoices before they are submitted to Accounting for payment, and being able to monitor and track contract resources in the field. SSLE can further strengthen its oversight function as well as overall transit security performance by working with the law enforcement agencies to develop targets and goals for Key Performance Indicators, continuing to strengthen controls over tracking contracted resources in the field, and developing and updating on an annual basis a Community Policing Plan. Developing a Community Policing Plan will provide guidance not only to the law enforcement agencies but also to Metro's officers.

Budget Controls

We found that additional budget controls are needed to ensure deployments and invoices paid stay within the Board approved budget. Due in large part to deployments for special events, and in small part to lack of controls on how many law enforcement persons can be billed at overtime rates versus regular full time rates including vacation and paid holidays, prior SSLE Metro management overspent funds in early years of the contract leaving insufficient funds for the last year of the contracts. We found special events deployment costs need to be recovered by the law enforcement entity or Metro from the private party event host, or a contingency reserve needs to be established for that, or both, to control spending. We also found spending needs to be programmed on an annual basis for multi-year contracts and monitored by OMB in that way.

SSLE has reviewed the draft report and has taken corrective actions that we found responsive to the findings and recommendations in the report.

If you have any questions, please contact Yvonne Zheng, Sr. Manager, Audit, at ZhengY@metro.net or me at GormanK@metro.net.

We appreciate the assistance provided by Metro staff during this audit.

Enclosure: Final Report




Metro

Interoffice Memo

Date September 10, 2021

To Judy Gerhardt, Chief System Security & Law Enforcement Officer
System Security & Law Enforcement Department

From Karen Gorman, Inspector General
Office of the Inspector General 

Subject Final Report on Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020 (Report No. 22-AUD-02)

The OIG has reviewed SS&LE's responses to the recommendations in our draft Audit of Metro Transit Security Services Performance for the Fiscal Year Ended June 30, 2020 report (Report No. 22-AUD-02).

As requested in your response memo dated September 9th concerning the draft Report, we have modified the final Report by:

1. including in the Report (As Appendix G) the letter from former SSLE Management to Long Beach Police Department (LBPd) in 2018, approving a \$3.2 million dollar increase for adjustments to transit security services.
2. adjusting the language in the Report related to Special Events and Enhanced Deployments to read as you requested: ***"SSLE stated that they also share our concerns with special events, and is currently exploring the idea of working with the venues to reimburse Metro for future special events (venues) moving forward"***.

In your response to the Report memo, you indicated in the table of responses for Recommendation #29, that "Metro SS&LE staff and LBPd have been working together in efforts to monitoring the contract budget." We assume you also have or will work with LAPD and LASD in that regard since the latter have the larger impact on the budget.

The OIG appreciates the cooperation of your department and staff during this audit and the quick responses to our recommendations.

Cc: Aston Greene
Ron Dickerson

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY	1
II. BACKGROUND.....	13
III. OBJECTIVES, SCOPE, AND METHODOLOGY	14
IV. RESULTS OF AUDIT	15
A. Follow up on Prior Audit Recommendations.....	15
B. Use of Contract Budgeted Funds	16
C. Review of Billings.....	25
D. Monitoring and Oversight	28
E. Adherence to Contract Requirements	29
1. Personnel and Training.....	29
2. Required Reporting and Key Performance Indicators	31
3. Community Policing	34
F. Use of GPS Information on Mobile Phone Validators.....	36
G. Metro’s Access to Video from Police Body Cameras.....	37
V. CONCLUSION	39
VI. RECOMMENDATIONS	40
VII. MANAGEMENT COMMENTS TO RECOMMENDATIONS	43
VIII. OIG EVALUATION OF MANAGEMENT RESPONSE.....	43
IX. MANAGEMENT COMMENTS TO DRAFT REPORT	44
X. APPENDICES.....	45
A. Schedule of Recommendations and Proposed Actions for FY20 Performance Audit..	46
B. Schedule of FY19 Prior Audit Recommendations and Proposed Actions.....	50
C. FY20 LAPD List of Special Events	65
D. FY20 LAPD List of Enhanced Deployments.....	68
E. FY20 LASD List of Special Events/Enhanced Deployments	74
F. Letter from Former Management to LAPD on \$35 Million Increase in 2018.....	75
G. Letter from Former Management to LCPD on \$3.2 Million Increase in 2018	76
XI. FINAL DISTRIBUTION	77

I. EXECUTIVE SUMMARY

Background and Objectives

The Office of the Inspector General (OIG) conducted an audit on the performance of Metro's System Security & Law Enforcement (SSLE) Department and the three contracted law enforcement agencies for the period of July 1, 2019 – June 30, 2020 (FY20). Since 2009, Metro has had a contract with the Los Angeles County Sheriff's Department (LASD) to provide Metro with transit policing services. Beginning July 1, 2017, Metro implemented a new transit security strategy, which includes obtaining services from three law enforcement agencies – the City of Los Angeles Police Department (LAPD), the City of Long Beach Police Department (LBPD), and the Los Angeles County Sheriff's Department (LASD).

Metro's SSLE Department is responsible for monitoring and overseeing the three law enforcement agencies. In addition, SSLE transit security officers (TSO) provide security over Metro facilities, perform fare compliance checks, and patrol bus and rail systems.

On February 23, 2017, the Metro Board passed a motion directing the Office of the Inspector General (OIG) to annually audit each law enforcement services contract to determine how key performance indicators measure up against actual performance metrics. The OIG hired a consultant to complete the required annual reviews for FYs 2018 and 2019. The FY 2018 and FY 2019 reviews had 25 and 22 recommendations, respectively.

Due to Metro's budget constraints resulting from the COVID-19 pandemic, the review of FY20 Transit Security Services Performance was streamlined and conducted in-house by OIG audit staff. The audit focused on the following seven areas:

- H. Follow-up on Prior Audit Recommendations
- I. Use of Contract Budgeted Funds
- J. Review of Billings
- K. Monitoring and Oversight
- L. Adherence to Contract Requirements
- M. Use of GPS Information on Mobile Phone Validators
- N. Metro's Access to Video from Police Body Cameras

Results of Audit

Overall, we found that SSLE has strengthened their monitoring and oversight function. However, controls still need to be strengthened in areas such as Community Policing and the development of baseline metrics for Key Performance Indicators (KPIs). We found for the areas covered in this audit that the three law enforcement agencies for the most part, provided transit security services in accordance with contract requirements. However, as discussed in this report, we did identify for two or more of the agencies, non-compliance items in the areas of billings, personnel and training, and community policing. We also found that additional budget controls are needed to ensure that costs for deployments and invoices paid stay within the Board approved budget. The following is an overview of the results of this audit for the seven areas that were focused on.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

A. Follow-up on Prior Audit Recommendations (FY19)

The audit of FY19 Transit Security Performance identified 22 recommendations for improving transit security performance (Report No. 20-AUD-07, Issued March 27, 2020, Posted on Metro's website). The 22 recommendations were made to strengthen transit security performance in the following areas:

- Monitoring and oversight;
- Crime reporting accuracy and completeness;
- Development of baseline metrics for key performance indicators;
- Community Policing; and
- Adherence to contract requirements by the three law enforcement agencies.

For the 22 recommendations, Metro's SSLE Department agreed with 16 and disagreed with six. However, for four of the six recommendations they disagreed with, SSLE have proposed action that we found responsive to the recommendations. For the two remaining recommendations which dealt with the area of billings, SSLE advised that they have taken actions to address these issues. We found SSLE's actions partially responsive to the two recommendation.

As a result of FY19 audit recommendations, SSLE has taken actions to strengthen its monitoring and oversight function by establishing a Compliance Unit, creating a Compliance Audit Manual, and developing a process where a 100% of the invoices are reviewed by SSLE before they are submitted to Accounting for payment. However, SSLE still needs to take additional action to be responsive to recommendations in areas such as community policing and key performance indicators.

More information on Prior Audit Recommendations can be found in Section IV - A on page 15, and in Appendix B.

B. Use of Contract Budgeted Funds

In 2017, Metro awarded three 5-year contracts to the Los Angeles Police Department (LAPD), the Los Angeles Sheriff Department (LASD), and the Long Beach Police Department (LBPd) for transit law enforcement services. The amount of these contracts totaled \$645,675,758. In March 2021, Metro's Board approved a modification to increase the overall total of the contract amount by 36,000,000 to \$681,675,758 to cover costs through December 31, 2021.

LAPD Contract No. PS5862100LAPD24750

On March 1, 2017, Metro entered into a contract with LAPD for a not-to-exceed amount of \$369,330,499. Total amount invoiced for the first three years of the contract including FY20 (\$94,573,124) totaled \$257,588,298, resulting in remaining funds available of \$111,742,201 based on the original budget. This equates to 70% of the original budget being used by the end of contract year 3, with two years remaining on the contract. In the first three years of the contract, on average, the amount invoiced per year totaled \$86 million. However, based on the contract budget, the average amount budgeted for the first three years of the contract was \$71 million per year.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

The contract modification effective March 2021, increased the overall contract amount by \$21,526,518 to a total contract amount not-to-exceed \$390,857,017. As of April 1, 2021, for FY21 an additional \$5,258,218 (covering 1 month in FY21) had been invoiced, resulting in remaining funds available of \$128,010,501 based on the revised budget. Therefore, for the remaining two years of the contract, the estimated funds available would be approximately \$64 million per year. However, as mentioned earlier, the average amount invoiced per year for the first three years of the contract was \$86 million. Hence, for fiscal years 4 and 5, there would be an estimated shortage of approximately \$22 million a year.

LASD Contract No. PS5863200LASD24750

On September 1, 2017, Metro entered into a contract with LASD for a not-to-exceed amount of \$246,270,631. Total amount invoiced for the first three years of the contract including FY20 (\$60,405,468) totaled \$159,091,656, resulting in remaining funds available of \$87,178,975 based on the original budget. This equates to 65% of the original budget being used by the end of contract year 3, with two years remaining on the contract. In the first three years of the contract, on average, the amount invoiced per year totaled \$53 million. However, based on the contract budget, the average amount budgeted for the first three years of the contract was \$48 million per year.

The contract modification effective March 2021, increased the overall contract amount by \$11,325,520 to a total contract amount not-to-exceed \$257,596,151. As of April 1, 2021, an additional \$37,089,274 (representing the first 7 months of FY21) was invoiced, resulting in remaining funds available of approximately 61.4 million based on the revised budget. For the first 7 months of FY 21, LASD invoiced Metro approximately \$5.3 million a month. With 17 months remaining on the contract, estimated funds needed to cover the remaining life of the contract would be approximately \$90 million (17 months x \$5.3 million). With an estimated \$61 million remaining, this would result in a shortage for the remaining two years of approximately \$29 million.

LBDP Contract No. PS95866000LBPD24750

On March 23, 2017, Metro entered into a contract with LBPD for a not-to-exceed amount of \$30,074,628. Total amount invoiced for the first three years of the contract including FY20 (\$6,761,852) totaled \$20,105,970, resulting in a remaining funds available of \$9,968,658 based on the original budget. This equates to 67% of the original budget being used by the end of contract year 3, with two years remaining on the contract. In the first three years of the contract, on average, the amount invoiced per year totaled \$6.7 million. However, based on the contract budget, the average amount budgeted for the first three years of the contract was \$5.6 million per year.

The contract modification effective March 2021, increased the overall contract amount by \$3,147,962 to a total not-to-exceed amount of \$33,222,590. As of April 1, 2021, LBPD had remaining funds available of \$13,116,620 based on the revised budget. On average, this would provide an estimated \$6,558,310 per year for the remaining two years of the contract. For the first three years of the contract, the average amount invoiced per year totaled \$6,701,990, resulting in an estimated shortage of \$143,000 per year for FY21 and FY22.

SSLE should review the history of each agency's use of contract funds and determine what actions can be taken to help mitigate what appears to be an estimated combined \$73.3 million shortage of

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General Report No. 22-AUD-02**

funds for the remaining life of the contracts, even after the addition of the \$36 million approved by Metro's Board in March 2021.

Observations Related to the Use of Contract Budgeted Funds

Our review of invoices from the three law enforcement agencies found that there were other factors besides the regular monthly charges that had an impact on the use of contract funds.

Special Events and Enhanced Deployments

Based on our review of FY20 invoices for LAPD and LASD, we found that there were many invoices for additional services provided by these agencies other than their regular duties. These additional services are identified as special events and enhanced deployments (See complete lists of these invoices at Appendices C – E). We found that Metro reimbursed the law enforcement agencies for providing services at special events such as Rams and Dodgers games, the Rose Parade, and the LA Marathon. In addition, the invoices show that the majority of services provided was for enhanced deployments. For example, LAPD was reimbursed \$16.5 million in FY20 for these additional services. Approximately \$15.7 million was for enhanced deployments and about \$800,000 was spent on special events. Our concern is whether Metro should be reimbursing law enforcement agencies for events that take place on a regular basis (i.e. Dodgers games, Rose Parade, etc.), where even if there was no Metro contract, the law enforcement agencies would probably be providing services.

When we brought this issue to the attention of SSLE, we were advised that Metro (SSLE and/or Operations) or the law enforcement agencies can request additional services. They also advised that Metro's Board on occasion has requested additional services. For example, in October 2019, Metro's Board requested that the enhanced deployment related to work being performed on the Blue Line continue. SSLE also informed us that special events and enhanced deployments are unplanned and the majority of the enhance deployments are requested by Metro. SSLE stated that they also share our concern with special events, and is currently exploring the idea of working with the venues to reimburse Metro for special events (venues) moving forward.

LAPD

As mentioned above, our review of invoices from LAPD for the period of July 1, 2019 to June 30, 2020 (FY20) found that Metro had reimbursed LAPD approximately \$16,555,285 for special events and enhanced deployments during year 3 of the contract. These services were not covered by the original contract budget. However, funds used to pay for these additional services were diverted from the same funds allocated to cover the regular contracted services. In fiscal year 2020, the total amount invoiced from LAPD was \$94,573,124, and special events and enhanced deployments accounted for approximately 18% of this amount.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

LASD

Our review of invoices from LASD for the period of July 1, 2019 to June 30, 2020 (FY20) found that Metro had reimbursed LASD approximately \$1,706,794 for special events and additional services. Similar to LAPD, funds used to pay for these activities were diverted from the same funds that have been allocated to cover regular contracted services. In year 3 (FY20) of the contract, the total amount invoiced from LASD was \$60,405,468, and special events and additional services accounted for 3% of this amount.

Due to the significant amount of funds used for special events and enhanced deployment, Metro should consider for future contracts, allocating within the budget a separate amount to be used for these activities.

Contracted Employees Assigned to Contract on a Full-Time Basis

LAPD

The LAPD contract in Exhibit B – Memorandum of Costs Section, Part A.1 states: *“All management, field supervisory and administrative personnel of Contractor’s Transit Services Bureau shall be billed as Division Overhead Costs.”* *“Full-time personnel (e.g. field supervisor) will be phased in over the first three years of the contract.”* Our review of invoices and supporting documentation found that compensatory non-work hours (i.e. vacation, sick leave, holidays, etc.) were being charged to the contract for LAPD personnel assigned to the Transit Services Bureau.

LBDP

Unlike the LAPD contract, the LBDP contract is silent on the use of full-time personnel on the contract. However, LBDP advised Metro that they have been assigning personnel on a full-time basis since year two (FY19) of the contract.

According to our discussion with the Senior Manager, Contract Administration, Metro payment of fringe benefits to LAPD and LBDP employees are based on the applicable MOUs with LAPD and LBDP labor unions, which is stated on Exhibit B – Memorandum of Costs on each of the contracts.

For future contracts, Metro should consider the impact that the use of full-time contracted personnel will have on the use of funds over the life of the contract and budget for it.

Adjustment to Law Enforcement Services / Changes in Deployments

During our audit we discovered that Metro’s former Chief of Systems Security and Law enforcement drafted a letter (See Appendix F) in 2018 to the Deputy Chief of LAPD to approve adjustments to Transit Law Enforcement Services related to the contract between Metro and LAPD. The adjustments were classified as personnel adjustments and other expenses increasing the contract price by \$35.3 million over four years. A second letter (See Appendix G) was also drafted to the Chief of Police for LBDP to approve adjustments related to the contract between Metro and LBDP in the amount of \$3.2 million. It was anticipated that the estimated charges be covered under the existing Metro LAPD and LBDP contracts. The letters also stated that Metro staff shall review contract utilization on an annual basis and return to the Metro Board to request additional contract

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General Report No. 22-AUD-02**

authority if deemed necessary. The letters approved the services and LAPD and LBPD acknowledged the letter as an approval for additional services. The adjustments may be considered within the scope of the existing contract but were not budgeted or programmed into the contract. There was no reserve account or contingency funds set aside in the budget for these services or special events, therefore these were unfunded commitments made without authority to increase the funding of the contract. Because the contract had funds remaining, the Metro SSLE Chief diverted funds from budgeted activities to pay for the additional services using existing contract funds, leaving insufficient funds near the end of the contract to pay for the originally contemplated services as well as the other services to which he committed.

Additional information was obtained from Metro's Procurement Contract Administrator relating to the contract and adjustments approved by Metro's former Chief of SSLE. The Contract Administrator was aware of the adjustments approved by the former SSLE chief and recalls discussions that included the Office of the Chief Executive Officer. The adjustments referred to in the letters were considered changes in deployments by Metro Procurement and are permitted in the contract, Statement of Work Article 7.0 and 9.0. A decision was made to fund the adjustment with the current contract funding and delay going to the Metro Board for additional contract authority because it was early in the contract and it was believed that additional funding may be needed during the course of the five-year contract and a review of contract utilization will be made at a future date. Therefore it was contemplated by management since 2018 that additional funds would likely be requested at some time before the end of the contract. It was obviously assumed that the Board would have to approve additional funds or stop the law enforcement contracts prior to the end of the term of the contracts.

More information on the "Use of Contract Budgeted Funds" can be found in Section IV - B on page 16.

C. Review of Billings

The contracts between Metro and the three law enforcement agencies contain many similar terms and conditions. However, there are a few terms in the contract where there are differences between one or more of the agencies. The terms covering billings and invoices is one of these areas. We selected the January 2020 invoice for detail testing for each of the agencies.

LBPD

Our review of LBPD's January 2020 invoice found an overbilling of \$24,179. SSLE advised that they identified a total of \$174,629 in overbillings for FY20. In addition, both SSLE and LBPD advised that no invoices had been processed since the May 2020 invoice due to the need for Metro and LBPD to come to a resolution on the overbillings and how Metro will be invoiced.

As mentioned in the previous section, LBPD advised Metro that they had been assigning personnel to the Metro Contract on a full-time basis since year two (FY19) of the contract. In March 2021, LBPD informed Metro that the reason for the appearance of overbillings was due to the attachment of the incorrect supporting documentation to the invoices. LBPD stated that the incorrect labor detail report was attached to the invoices as supporting documentation and this report did not

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General Report No. 22-AUD-02**

account for compensated non-work hours. Therefore, overbillings would not have occurred if the correct labor detail report had been used.

In our opinion, if Metro and LBPD agree that sworn personnel shall primarily be assigned to the contract on a full-time basis, then a contract modification should be executed. In addition, SSLE should: (1) Determine if the billing for full-time personnel will be retroactive back to year two (FY19) of the contract, and (2) Review past invoices to determine if overbillings still exist with the use of the correct supporting documentation.

LAPD

Our review of invoices for FY 20 found that invoices covering February 2020 to June 2020 were not processed until September 2020. SSLE advised that this was due to some unresolved issues between Metro and LAPD related to billings that needed to be addressed. In addition, our review of the January 2020 invoice found that non-work hours such as vacation, sick leave, and holidays were being charged to Metro. SSLE advised that this is one of the issues that they were trying to resolve. However, in April 2021 the SSLE Department advised that Metro had evaluated LAPD's methodology in this area and has agreed without exception to allow non-work hours to be billed to the contract.

Our review of the January 2020 invoice, also found that there were instances where LAPD's personnel hourly billing rate exceeded the approved maximum hourly billing rate for that job classification. This resulted in an overbilling of \$3,170.52 for one month.

SSLE should review all past invoices for FY20 and determine if there are any other incidents where an individual's billed hourly rate exceeds the approved maximum fully burdened hourly rate for that job classification. In addition, SSLE should request a refund of \$3,170.52 and any additional overbillings identified.

LASD

LASD is required at the beginning of each fiscal year to submit SH-AD Deployment of Personnel Form (SH-AD 575) for approval. This form lists the agreed upon number of service units per each service type, and the annual costs for each service type per unit. For example, for contract year 3, Metro and LASD agreed upon 42 Two Deputy-56-hour service units at an annual cost of \$853,857 per unit. LASD uses this form to prepare their monthly invoices.

Our review of the January 2020 invoice found that the service levels and unit costs for each service type billed on the invoice was in accordance with the approved SH-AD 575 Form in effect for the period of July 1, 2019 – June 30, 2020.

Observation related to Billings and Contract Language

As discussed earlier in this section, Metro agreed with LAPD and LBPD at one point to temporarily stop processing and paying invoices due to unresolved issues related to billings. We believe these billing issues stem from the lack of clarity and specificity in the contracts.

In our opinion, Metro should work with each contractor to more thoroughly and clearly define in the contract, how services will be billed and what costs will be allowed and/or disallowed for each

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General Report No. 22-AUD-02**

law enforcement agency. This will help ensure there are no delays in processing invoices due to disagreements in how Metro should be billed.

More information on the “Review of Billings” can be found in Section IV - C on page 25.

D. Monitoring and Oversight

The FY 19 OIG audit report (Report No. 20-AUD-07, Issued March 27, 2020) revealed that compliance monitoring and oversight of the law enforcement agencies by Metro’s SSLE Department was inadequate. This conclusion was based on findings of non-compliance in areas such as billings, required reporting, and the lack of monitoring and tracking of resources in the field.

We found that Metro’s SSLE Department has taken steps to strengthen their oversight and monitoring function. In October 2019, the SSLE Department hired a System Security Administration and Compliance Director. SSLE’s Compliance Section currently has a staff of three: Compliance Director, Transportation planner, and Assistant Administrative Analyst. The main function of this unit is to monitor and provide oversight over the three contracted law enforcement agencies.

The SSLE’s Compliance Unit has successfully worked with the law enforcement agencies to identify and bring resolution to issues in the area of billings that had caused delays in the processing of some invoices. SSLE should continue to work on strengthening their monitoring and oversight function to help ensure that transit security services are operating in the most effective and efficient manner.

More information on “Monitoring and Oversight” can be found in Section IV - D on page 28.

E. Adherence to Contract Requirements

1. Personnel and Training

The contract requires that only Peace Officer Standards and Training (POST) certified officers can be assigned to Metro. In addition to this requirement, Section 1.2 of the contract between Metro and the law enforcement agencies list other requirements that must be met by officers assigned to work for Metro. Some requirements are applicable to all three contractors, others are only applicable to two.

LAPD

Our review of a sample of LAPD personnel found two officers who did not meet the personnel and training requirements working on the Metro Contract. Both of these officers were not POST certified, had not passed probation, and did not have 18 months of law enforcement experience. LAPD advised that the spots on June 6, 2020, were filled during a departmental wide mobilization where officers were tactfully deployed to mitigate civil unrest, and it was not feasible to employ their normal procedures. SSLE informed us that they were notified of the departmental wide mobilization but not informed that normal procedures for placing officers on the Metro contract would not be used.

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

In our opinion, LAPD should develop procedures to help ensure that even during departmental wide mobilizations or special deployments only those officers who meet all the personnel and training requirements are placed on the Metro Contract.

LASD

Section 1.2 of the contract states each sworn officer assigned to the Metro contract must be POST certified. Our review of a sample of LASD personnel found five officers who were assigned to the Metro contract were not POST certified. LASD advised that although these officers were assigned to the Metro contract they never worked on the contract. Notwithstanding this, we believe assigning officers to the contract before they are POST certified increases the risk that an officer may work on the Metro Contract who does not meet contract requirements in the area of personnel and training.

To ensure that only qualified officers are working on the Metro contract, LASD should only assign personnel to Metro after they are POST certified.

LBPD

Section 1.2 of the contract states: *“The contractor’s personnel must have completed their probationary period, have a minimum of eighteen months of law enforcement experience, and shall not have current duty restrictions.”* Our review of LBPD personnel found two officers working on the Metro contract who did not have 18 months of law enforcement experience. LBPD advised that they recalled a “meet and confer” with SSSLE’s prior management that “academy time” could be used as part of the 18 months law enforcement experience. However, they could not provide a written document to support this agreement. Academy time is education as opposed to experience.

LBPD should ensure that all officers before they are assigned to the Metro contract have completed the required 18 months of law enforcement experience.

SSLE should review the qualifications of a sample of officers assigned to the Metro contract from each of the three law enforcement agencies on a periodic basis. This will help ensure that only those officers who meet contract requirements are working on the Metro Contract.

Observation related to Required Training

We found that there were several officers who had taken the required training (Safety and Transit Policing) over two or more years ago. Metro should consider developing and requiring these officers to take refresher courses. This will help ensure that these officers are reminded of pertinent issues and that new and updated information has been communicated to them.

2. Required Reporting and Key Performance Indicators

a. Required Reporting

Section 2.1 of the contract between Metro and the three law enforcement agencies require contractors to provide Metro with various types of information and reports on key performance indicators on a regular basis.

Overall, we found that all three law enforcement agencies adhered to contract requirements related to required reporting.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

Observation on Required Reporting

For future contracts, with input from the three law enforcement agencies, Metro should review the reports and information currently required, assess how each report and/or item of information is currently being used, and determine whether requesting different or additional information would be more beneficial.

b. Key Performance Indicators

Key Performance Indicators (KPIs) measure progress toward intended results. KPIs provide a focus for strategic and operational improvements and managing with KPIs include setting targets and tracking progress against those targets.

Section 2.2 of the contract between Metro and the three-law enforcement agencies state that Metro and the agencies will jointly develop baseline metrics to capture the specific information identified in this section.

However, we found that Metro's SSLE Department has not worked with the law enforcement agencies to develop specific baseline metrics. The need for the development of baseline metrics for KPIs has been brought up in prior OIG audit reports. SSLE advised that they have evaluated the KPIs and are working on putting together the framework to develop baseline targets/goals with each agency.

As a tool to help monitor overall transit security performance, SSLE with input from the three law enforcement agencies should develop baseline targets and goals in critical performance areas.

3. Community Policing

Community Policing – Section 3.0 of the contract between Metro and the law enforcement agencies state: *"The contractor shall update annually the LACMTA approved Community Policing Plan. Building and sustaining community partnerships is central to LACMTA's goal of reducing vulnerability to crime."* In addition, this section states: *The contractor shall provide staff with specific training in Problem Oriented Policing in order to assist LACMTA in addressing longstanding challenges related to crime, blight, and disorder."*

We found that Metro's SSLE Department has not developed an agency-wide Community Policing Plan. This issue was also noted in the FY19 audit report (Report No. 20-AUD-07, Issued March 27, 2020). Developing a written Community Policing Plan and updating it annually is important because it identifies the actions that Metro plans to take to develop relationships and trust within the community. It also provides guidance to the three law enforcement agencies in the development of their annual plans.

Metro should develop and update annually a written agency-wide Community Policing Plan that clearly defines the agency's goals and objectives for establishing and building on relationships within the community to address longstanding challenges with crime and other issues.

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General Report No. 22-AUD-02**

We obtained and reviewed the Community Policing Plan for each of the three law enforcement agencies. For the most part, we found that the agencies adhered to the contract requirements in this area. However, LAPD and LASD did not provide in their plan's information on the specific training that was provided to its officers in the area of Problem Oriented Policing. We inquired with both agencies and they subsequently provided information on the specific training provided.

To ensure that contract requirements are adhered to, LAPD and LASD should include in their Annual Community Policing Plans, a description of the specific training provided to its officers.

More information on "Adherence to Contract Requirements" can be found in Section IV - E on page 29.

F. Use of GPS Information on Mobile Phone Validators

Metro provided the contracted law enforcement officers with Mobile Phone Validators (MPV smartphones) which are GPS enabled to provide information on the location and movement of law enforcement resources. One of the findings in FY 19 Audit Report stated: *"SSLE has made little progress implementing a mechanism for verifying contracted law enforcement actual presence using smartphone location services/GPS."*

In October 2019, Metro executed a contract modification with Axiom Xcell, Inc. (Contractor) for a Tap Mobile Phone Validator (MPV). However, SSLE advised that after conducting field tests, they found that the process for obtaining information on the location of contracted resources was time consuming and labor intensive.

In September 2020, the SSLE's Compliance Unit began using reports generated by the contractor's Mobile Device Management (MDM) system. These reports provide information on the time the officers logged in and out using the MPV smartphones. However, the reports do not provide their location.

Even though it was beyond our audit period, we used the period of December 13, 2020 to January 3, 2021 for detail testing. We compared the MDM reports to deployment schedules. We found that LAPD and LBPB had a compliance rate of a 100% and 93% respectively. However, LASD's compliance rate was 9%. SSLE advised that during the first couple of months, LASD was not familiar with how to use the device. Later, their compliance rate ranged from 96% to 100%.

SSLE should determine if the Metro issued MPV smartphones provide reliable and meaningful information on the location of contracted resources throughout the Metro System. This information on the number of officers working should be used to verify invoices.

Observation on the use of Metro Tap Reports

Effective February 14, 2021, SSLE began using Metro's TAP reports to monitor the location of contracted resources in the field. The Director of System Security Administration and Compliance believes that the reports are more effective in verifying the presence of the contracted law enforcement.

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

We recommend that SSLE continue to use TAP reports as an effective approach to monitoring and overseeing contracted resources in the field.

More information on “Use of GPS Information on Mobile Phone Validators” can be found in Section IV - F on Page 36.

G. Metro’s Access to Video from Police Body Worn Cameras

Cameras provide additional documentation of police encounters with the public. Metro’s SSLE Department has not established any requirements on the use of Body Worn Cameras (BWC). In addition, the contract between Metro and the three law enforcement agencies is silent on this issue.

SSLE advised that LBPd has been wearing BWCs to police the Metro System since April 2020, LAPD has started testing with an anticipated roll out of April 2021, and LASD anticipates a roll out of its BWC program in October 2021.

We recommend that Metro include in future contracts the requirements for use of BWCs and for providing SSLE with access to BWC video recordings.

More information on “Metro’s Access to Video from Police Body Cameras” can be found in Section IV - G on Page 37.

CONCLUSION

Contracted Law Enforcement Agencies

Our review found that the three law enforcement agencies for the most part, provided transit security services in accordance with contract requirements. However, as discussed above we did identify for two or more of the agencies, non-compliance items in the areas of billings, personnel and training, and community policing.

Metro’s System Security and Law Enforcement Department (SSLE)

We found that SSLE has taken steps to strengthen their monitoring and oversight function. This included the creation of a Compliance unit, which has helped to bring to management and the Board’s attention issues related to contract budgets and the use of funds. However, SSLE can further strengthen its oversight function as well as overall transit security performance by improving controls in areas such as community policing and key performance indicators.

II. BACKGROUND

The Los Angeles County Metropolitan Transportation Authority (Metro) is the region's principal agency for multi-modal transit operations. Metro operates transit service from eleven (11) geographically distinct bus divisions, four light rail lines, and two subway lines. In addition, critical rail infrastructure includes Union Station, 7th & Metro Station, and Willowbrook/Rosa Parks Station. Critical bus infrastructure includes the Harbor/Gateway Station and El Monte Transit Center.

In 2017, Metro awarded three separate five year firm fixed unit rate contracts to the Los Angeles Police Department (LAPD), the Los Angeles County Sheriff's Department (LASD), and the Long Beach Police Department (LBPd) ("Contractors") for transit law enforcement services to support day-to-day operations across Metro's entire service area.

1. LAPD Contract No. PS5862100LAPD24750: On March 1, 2017, Metro entered a five year firm fixed unit rate contract with LAPD to provide transit law enforcement services within the specified coverage areas in the contract. This contract became effective on March 1, 2017, and ends on June 30, 2022. The total contract amount is not-to-exceed \$369,330,499.
2. LASD Contract No. PS5863200LASD24750: On September 1, 2017, Metro entered a five year firm fixed unit rate contract with LASD to provide transit law enforcement services within the specified coverage areas in the contract. This contract became effective on September 1, 2017, and ends on June 30, 2022. The total contract amount is not-to-exceed \$246,270,631.
3. LBPd Contract No. PS5862300LBPd24750: On March 23, 2017, Metro entered a five year firm fixed unit rate contract with LBPd to provide transit law enforcement services within the specified coverage areas in the contract. This contract became effective on March 23, 2017, and ends on June 30, 2022. The total contract amount is not-to-exceed \$30,074,628.

Except for different service coverage areas specified in each contract, the three contracts have the same or similar scope of work including specific responsibilities, training requirements, reporting requirements (including reports and documents submission), monthly key performance indicators (KPI), and billing requirements. Section 1.1 of these contracts list the specific tasks that contractors are responsible for. These tasks include:

1. Responding to calls needing law enforcement intervention including safety emergencies;
2. Conducting joint anti-terrorism drills, training sessions, and intelligence sharing with other local, state and federal law enforcement agencies;
3. Riding Metro buses and trains, patrolling bus and rail stations/corridors, and maintaining high visibility at key Metro critical infrastructure locations;
4. Conducting proactive anti-crime operations when not handling a dispatched call;
5. Participating in Metro emergency and disaster preparedness planning and drills; and
6. Collaborating with social service agencies to address the impact of homelessness on the transit system.

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

Metro's System Security & Law Enforcement (SSLE) Department has oversight over the 3 law enforcement contracts, and employs transit security officers (TSO) who provide security over Metro facilities, perform fare compliance checks, and patrol bus and rail systems. Metro TSOs are not sworn or certified law enforcement officers and do not have authority to detain or arrest as peace officers.

In October 2019, Metro's SSLE Department hired a Director of System Security Administration and Compliance whose primary function is to monitor and provide oversight over the three law enforcement contracts. Currently, the Compliance Unit has a staff of three: Director of Compliance, Transportation Planner, and Assistant Administrative Analyst. Their responsibilities include reviewing monthly invoices before they are submitted to Accounts Payable for processing and overseeing the adherence to contract requirements in areas such as Required Reporting and Personnel and Training. Metro's SSLE Department's oversight and monitoring responsibilities will be discussed further under the "Results of Audit" Section of this report.

III. OBJECTIVES, SCOPE, AND METHODOLOGY

The objectives of this audit are to:

- Follow-up on the status of prior year's audit recommendations;
- Provide an assessment on the use of contract funds;
- Evaluate transit security performance provided by the three contractors and Metro's SSLE Department;
- Determine contractor's adherence to contract requirements; and
- Evaluate the effectiveness of SSLE's oversight and monitoring function.

Due to budget constraints, the review of FY20 transit security services performance was conducted by OIG audit staff instead of outsourcing the audit to a consultant. As a result, the objectives and scope of this audit were streamlined from the past consultants' reviews and is primarily focused on the following areas:

- A. Follow-up on 22 recommendations in FY19 Transit Security Performance Audit;
- B. Use of Contract Budgeted Funds;
- C. Review of Billings;
- D. Monitoring and Oversight;
- E. Adherence to Contract Requirements;
- F. Use of GPS information on mobile phone validators; and
- G. Metro's access to video from police body cameras.

To achieve the audit objectives, our work performed included the following procedures:

- Reviewed the three law enforcement contracts;
- Reviewed prior audit reports and work papers;
- Gained an understanding of contract requirements;

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

- Requested and reviewed personnel and training records from the three law enforcement agencies;
- Analyzed and tested invoices billed for accuracy and compliance with contract terms;
- Reviewed and evaluated SSLE's and the three law enforcement agencies Community Policing Plans;
- Evaluated the effectiveness of SSLE's oversight and monitoring function.
- Interviewed and clarified issues with SSLE's Compliance Director and staff; and
- Interviewed and clarified issues with LAPD, LASD, and LBPD staff.

We conducted this audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on the audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on the audit objectives.

IV. RESULTS OF AUDIT

A. Follow up on Prior Audit Recommendations

The Metro Board directed the OIG to perform an annual audit of each law enforcement services contract to determine how key performance indicators are measuring up against baseline metrics and to ensure that Metro is receiving the services it is paying for. To accomplish this directive, the OIG hired a consultant to perform the security performance review for fiscal year 2019 (FY19). BCA Watson Rice, LLP, was selected to perform this review.

The audit of FY19 Transit Security Performance identified 22 recommendations for improving transit security performance. These recommendations are summarized in the Appendix to the report (20-AUD-07 Final Report FY19 Metro Transit Security Performance_2020.03.27, which is posted on OIG website). The 22 recommendations were made to enhance performance efficiency and effectiveness in the following transit security areas:

- Metro System Security & Law Enforcement (SSLE) Monitoring and Oversight
- Crimes reporting accuracy and completeness
- Response times for all categories of dispatched incident calls for service
- Key performance indicators (KPI) for law enforcement services, including base line target levels of performance for each KPI, and development KPIs for Metro Transit Security
- Development of a Metro Community Policing Plan
- Monitoring each law enforcement services contract to ensure compliance with contract requirements in areas such as:
 - Personnel and training
 - Billings and submittal of invoices
 - Required Reporting
 - Equipment Requirements

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

We performed a follow-up review on the status of the 22 recommendations made for the FY19 Transit Security Performance Audit. During the follow-up review, we interviewed and held meetings with various officials from System Security & Law Enforcement (SSLE); clarified issues with BCA Watson Rice WR, LLP, who performed the FY19 audit; reviewed and analyzed related documents; reviewed the Schedule of Recommendations and Proposed Actions for the 22 recommendations submitted by SSLE; compared and verified the status of recommendations and issues with our FY20 Transit Security Performance Audit.

For the 22 recommendations, Metro's SSLE agreed with 16 of the 22 recommendations and disagreed with six. For the 16 agreed recommendations, SSLE's proposed actions for 14 recommendations were implemented and the proposed actions for the other two recommendations are on-going. Although, SSLE initially disagreed with six recommendations, after discussions with the OIG, agreements were reached on all six recommendations. SSLE has either implemented or are developing proposed actions on four recommendations. These recommendations pertain to crime reporting by the law enforcement agencies and the training requirement for their personnel. We found SSLE's proposed actions responsive to the said four recommendations.

Another two recommendations pertain to issues on billings by LAPD and LASD. It was recommended that SSLE continue to review and monitor the billings, payments, and contracts to identify and resolve billing discrepancies and to ensure that costs do not exceed the annual estimated contract amount. SSLE explained that they have already undertaken actions to address these issues. We found SSLE's actions partially responsive to these two recommendations. Our current audit, however, still found some issues related to billings, as discussed in Section C.

As a result of FY19 audit recommendations, SSLE has taken actions to strengthen its monitoring and oversight function by establishing a Compliance Unit, creating a Compliance Audit Manual, and developing a process where a 100% of invoices are reviewed by SSLE before they are submitted to Accounting for payment. However, SSLE still needs to be responsive to recommendations in areas such as community policing and key performance indicators.

See Appendix B for the Schedule of FY 19 Audit Recommendations and SSLE's Proposed Action.

B. Use of Contract Budgeted Funds

In 2017, Metro awarded three separate five-year firm fixed unit rate contracts to the Los Angeles Police Department (LAPD), the Los Angeles County Sheriff's Department (LASD), and the Long Beach Police Department (LBPD) for transit law enforcements services to support day-to-day operations across Metro's entire service area. The amount of these three contracts totaled \$645,675,758. However, in March 2021, Metro's System Security and Law Enforcement (SSLE) Department requested, and Metro's Board approved, a modification to increase the overall total of the contract amount by \$36,000,000 to \$681,675,758 to cover costs through December 31, 2021. SSLE advised that the modification was needed to cover significant costs incurred since the beginning of the contract period for augmented outreach services for the unhoused population. In addition, funds were needed for enhanced deployments to cover special events, employee and

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

customer complaints for increased services, and unforeseen circumstances necessitating the deployment of additional contractor resources above and beyond the original budgeted personnel (See Appendices C – E).

Former management authorized additional services increasing the contract price by millions of dollars for which there was no reserve amount in the budget to fund and did not obtain Board approval or involve Procurement in the amendment of the contract (See Appendices F- G).

Metro's Office of Management and Budget should monitor the budget of the law enforcement contracts. A budget of 1/5 per year of a five-year contract should be imposed (unless different programming of funds is allotted per year).

1. LAPD Contract No. PS5862100LAPD24750

On March 1, 2017, Metro entered into a five-year firm fixed unit rate contract with LAPD to provide transit law enforcement services within the specified coverage areas in the contract. The contract became effective on March 1, 2017, and ends on June 30, 2022. The original total contract amount for five years was not-to-exceed \$369,330,499. As shown in schedules 1 - 3 below, the total amount invoiced for the first three years of the contract, including FY20 (\$94,573,134) totaled \$257,588,298, with an available balance of \$111,742,201 based on the original contract budget. This equates to 70% of the original budget being used by the end of contract year 3, with 30% of contract funds available for the remaining two years of the contract. In the first three years of the contract, on average, the amount invoiced per year totaled \$86 million. However, based on the contract budget, the average amount budgeted for the first three years of the contract was \$71 million per year. This equated to an average shortage of approximately \$15 million a year for the first three years of the contract.

The contract modification effective March 2021, increased the overall contract amount by \$21,526,518 to a total contract amount not-to-exceed \$390,857,017. As of April 1, 2021, for FY 21 an additional \$5,258,218 has been invoiced, reducing the funds available from the original contract budget to \$106,483,983. However, this amount only covered invoices for work performed up to the period ending August 1, 2020 (1 month in FY 21). With the addition of the \$21,526,518 (modification #2), the amount of funds available as of April 1, 2021, based on the revised budget is \$128,010,501. Therefore, for the remaining two years of the contract, the estimated funds available for each year would be approximately \$64 million. As mentioned earlier for the first three years of the contract, on average, the amount invoiced per year totaled \$86 million. Hence, for FY21 and FY22 (fiscal years 4 and 5), there would be an estimated shortage of approximately \$22 million per year for this contract alone.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

LAPD Original Contract Budget: \$369,330,499

LAPD Revised Contract Budget: \$390,857,017 (Modification #2 added \$21,526,518)

Schedule 1 - LAPD Contract Budget vs Amount Invoiced

Contract Year	Contract Budget Per Year	Amount Invoiced	Amount Over/Under Budget
1 (FY 18)	\$70,098,520	\$78,291,243	(\$8,192,723)
2 (FY 19)	69,495,306	84,723,931	(15,228,625)
3 (FY 20)	73,652,923	94,573,124	(20,921,201)
4 (FY 21)	76,531,010		
5 (FY 22)	79,552,740		
TOTAL	\$369,330,499	\$257,588,298	

Schedule 2 – LAPD Original Budget
Estimated Funds Available at End of FY20

Original Contract Amount	Total Invoiced at End of Year 3	Total Contract Budget Remaining	Percentage of Available Funds Remaining
\$369,330,499	\$257,588,298	\$111,742,201	30%

Schedule 3 – LAPD Revised Budget
Estimated Funds Available as of 4/1/21 (*)

Revised Contract Budget	Total Invoiced as of 4/1/21	Total Contract Budget Remaining	Percentage of Available Funds Remaining
\$390,857,017	\$262,846,516	\$128,010,501	33%

(*) Metro's Board approved modification to increase contract amount in March 2021.

2. LASD Contract No. PS5863200LASD24750

On September 1, 2017, Metro entered a five-year firm fixed unit rate contract with LASD to provide transit law enforcement services within the specified coverage areas in the contract. This contract became effective on September 1, 2017, and ends on June 30, 2022. The original contract amount was not to exceed \$246,270,631. As shown in schedules 4 - 6 below, the total amount invoiced for the first three years of the contract, including FY20 (\$60,405,468) totaled \$159,091,656, with a

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

remaining available balance from the original contract amount of \$87,178,975. This equates to 65% of the original budget being used by the end of contract year 3, with 35% of contract funds available for the remaining two years of the contract. In the first three years of the contract, on average, the amount invoiced per year totaled \$53 million. However, based on the contract budget, the average amount budgeted for the first three years of the contract was \$48 million per year. This equated to an average shortage of funds of approximately \$5 million per year for the first three years of the contract.

The contract modification effective March 2021, increased the overall contract amount by \$11,325,520 to a total contract amount not-to-exceed \$257,596,151. As of April 1, 2021, an additional \$37,089,274 has been invoiced for FY21 (Fiscal Year 4), reducing the funds available to \$61,415,221 based on the revised budget. This amount covered invoices for work performed up to the period ending January 31, 2021. Therefore, for the first 7 months of FY21 (Fiscal Year 4), on average, LASD invoiced Metro approximately \$5.3 million a month. With 17 months remaining on the contract, estimated funds needed to cover the remaining life of the contract would be approximately \$90 million (17months x \$5.3 million). However, as previously stated the remaining funds available is approximately \$61 million, resulting in an estimated shortage of \$29 million for the remaining two years.

LASD Original Contract Budget: \$246,270,631

LASD Contract Budget: \$257,596,151(Modification #2 added \$11,325,520)

Schedule 4 - LASD Contract Budget vs Amount Invoiced

Contract Year	Contract Budget Per Year	Amount Invoiced	Amount Over/Under Budget
1	\$41,586,561	\$41,114,094	\$472,467
2	51,171,017	57,572,094	(6,401,077)
3	51,171,017	60,405,468	(8,874,451)
4	51,171,018		
5	51,171,018		
TOTAL	\$246,270,631	\$159,091,656	

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

Schedule 5 – LASD Original Budget
Estimated Funds Available at End of FY20

Original Contract Budget	Total Invoiced at End of Year 3	Total Contract Budget Remaining	Percentage of Available Funds Remaining
\$246,270,631	\$159,091,656	\$87,178,975	35%

Schedule 6 – LASD Revised Budget
Estimated Funds Available as of 4/1/21 (*)

Revised Contract Budget	Total Invoiced as of 4/1/21	Total Contract Budget Remaining	Percentage of Available Funds Remaining
\$257,596,151	\$196,180,930	\$61,415,221	24%

(*) Metro's Board approved modification to increase contract amount in March 2021.

3. LBPD Contract No. PS95866000LBPD24750

On March 23, 2017, Metro entered a five-year firm fixed unit rate contract with LBPD to provide transit law enforcement services within the specified coverage areas in the contract. This contract became effective on March 23, 2017, and ends on June 30, 2022. The original total contract amount was not to exceed \$30,074,628. As shown in schedules 7 - 9 below, the total amount invoiced for the first three years of the contract including FY20 (\$6,761,852) totaled \$20,105,970, with an available balance from the original contract amount of \$9,968,658. This equates to 67% of the original budget being used by the end of contract year 3, with 33% of contract funds available for the remaining two years of the contract. In the first three years of the contract, on average, the amount invoiced per year totaled \$6.7 million. However, based on the contract budget, the average amount budgeted for the first three years of the contract was \$5.6 million per year. This equated to an average shortage of \$1.1 million per year for the first three years of the contract.

The contracted modification effective March 2021, increased the overall amount by \$3,147,962 to a total contract amount not-to-exceed \$33,222,590. As of April 1, 2021, due to unresolved billing issues between Metro and LBPD (these issues will be discussed further in the next section), the last invoice processed and paid by Metro was for May 2020. Therefore, with the addition of \$3,147,962 (modification #3), total funds available for years 4 and 5 would be approximately \$13,116,620. This would on average, provide an estimated \$6,558,310 million per year. However, the average amount invoiced per year for the first three years of the contract totaled \$6,701,990. This results in an estimated shortage of approximately \$143,680 per year for the last two years of the contract.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

Original Contract Budget: \$30,074,628

Revised Contract Budget: \$33,222,590 (Modification #3 added \$3,147,962)

Schedule 7 - LBPDP Contract Budget vs Amount Invoiced

Contract Year	Contract Budget Per Year	Amount Invoiced	Amount Over/Under Budget
1	\$5,459,271	\$6,344,849	(\$885,578)
2	5,517,674	6,999,269	(1,481,595)
3	5,959,087	6,761,852	(802,765)
4	6,316,633		
5	6,821,963		
TOTAL	\$30,074,628	\$20,105,970	

Schedule 8 – LBPDP Original Budget
Estimated Funds Available at End of FY20

Original Contract Budget	Total Invoiced at end of Year 3	Total Contract Budget Remaining	Percentage of Available Funds Remaining
\$30,074,628	\$20,105,970	\$9,968,658	33%

Schedule 9 – LBPDP Revised Budget
Estimated Funds Available as of 4/1/21

Revised Contract Budget	Total Invoiced as of 4/1/21	Total Contract Budget Remaining	Percentage of Available Funds Remaining
\$33,222,590	\$20,105,970	\$13,116,620	39%

(*) Metro's Board approved modification to increase contract amount in March 2021.

SSLE should review the history of each agency's use of contract funds and determine what actions can be taken to help mitigate what appears to be a shortage of funds for the remaining life of the contracts, even after the addition of the \$36 million approved by Metro's Board in March 2021.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

Observations Related to the Use of Contract Budgeted Funds

Our review of invoices for the three law enforcement agencies for the period of July 1, 2019 – June 30, 2020 (FY20), found that there were other factors in addition to the regular monthly charges that had an impact on the use of contract funds.

Special Events and Enhanced Deployments

Based on our review of FY20 invoices for LAPD and LASD, we found that there were many invoices for additional services provided by these agencies other than for their regular duties. These additional services are identified as special events and enhanced deployments (See complete lists of these invoices at Appendices C – E). We found that Metro reimbursed the law enforcement agencies for providing services at special events such as Rams and Dodgers games, the Rose Parade, and the LA Marathon. In addition, the invoices show that the majority of services provided was for enhanced deployments. For example, LAPD was reimbursed \$16.5 million in FY20 for these additional services. Approximately \$15.7 million was for enhanced deployments and about \$800,000 was spent on special events. Our concern is whether Metro should be reimbursing law enforcement agencies for events that take place on a regular basis (i.e. Dodgers games, Rose Parade, etc.), where even if there was no Metro contract, the law enforcement agencies would probably be providing enhanced services and whether the private commercial enterprises putting on these events should be charged back for the additional services required. If law enforcement agencies are already charging these enterprises for their expenses, we think they should include any additional deployment related to transportation for direct payment thereby avoiding the need to charge Metro..

When we brought this issue to the attention of SSLE and were advised that Metro (SSLE and/or Operations) can request additional services. They also advised that Metro's Board on occasion has requested additional services. For example, in October 2019, Metro's Board requested that the enhanced deployment related to work being performed on the Blue Line continue. SSLE also informed us that special events and enhanced deployments are unplanned and the majority of the enhanced deployments are requested by Metro. SSLE stated that they also share our concern with special events, and is currently exploring the idea of working with the venues to reimburse Metro for special events (venues) moving forward.

1. **LAPD.** In the LAPD contract, under Section 7.0 – Billings, it states: *“In the event of increased threat levels, special events, the need for increased crime suppression, or other exigent circumstances necessitating the deployment of additional Contractor resources above and beyond the budgeted personnel, LACMTA may request that contractor deploy additional resources. When such resources are deployed at the request of LACMTA, LACMTA agrees to reimburse contractor for the costs of all additional resources deployed.”*

As mentioned above, our review of invoices and billing information for LAPD for the period of July 1, 2019 to June 30, 2020 found that Metro reimbursed LAPD approximately \$16,555,285 for special events and enhanced deployments during year 3 of the contract. Payments for these additional services divert funds that have been allocated to cover the regular contracted services. In fiscal year 2020, the total amount invoiced from LAPD was \$94,573,124, and special events and enhanced deployments accounted for approximately 18 % of this amount.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

2. **LASD.** Similar to the LAPD contract, the LASD contract also addresses the need for additional services. In Section 7.10 of the LASD contract, it states: *“LACMTA is not limited to the services indicated in the Los Angeles County Sheriff’s Department SHAD 575 Deployment of Personnel Form. LACMTA may also request any other service in the field of public safety, law, or related fields within the legal power of the Sheriff to provide. Such other services shall be reflected in a revised Los Angeles County Sheriff’s Department SHAD 575 Deployment of Personnel Form.”* The SHAD 575 Personnel Form will be discussed further under the “Review of Billings” Section.

Our review of invoices and billing information for LASD for the period of July 1, 2019 to June 30, 2020, found that Metro had reimbursed LASD approximately \$1,706,794 for special events and other additional services during year 3 of the contract. Similar to LAPD, payments for these additional services reduce funds available for the regular contracted services. In year 3 of the contract, the total amount invoiced from LASD was \$60,405,468, and special events and additional services accounted for approximately 3% of this amount.

Due to the significant amount of funds used for special events and enhanced deployments, Metro should consider for future contracts, allocating within the budget, a separate special events reserve amount to be used for these activities. This will help ensure that the use of funds is tracked and monitored in the most effective and efficient manner and it will provide a more accurate picture of each law enforcement agency’s activities throughout the contract year.

Contracted Employees Assigned to Contract on a Full-Time Basis

1. **LAPD.** The LAPD contract under Exhibit B - Memorandum of Costs Section, Part A.1 states: *“Sworn field personnel shall primarily be assigned to the contract on an overtime basis.”* However, Part A.2 of this section states: *“Contractor shall create a Transit Services Bureau to directly oversee administrative, investigative and patrol operations required under the contract. All management, field supervisory and administrative personnel of Contractor’s Transit Services Bureau shall be billed as Division Overhead Costs.”* *“Full-time personnel (e.g. field supervisor) will be phased in over the first three years of the contract.”* Our review of invoices and supporting documentation found that compensatory non-work hours (i.e. vacation, sick leave, holidays, etc.) were being charged to the contract for LAPD personnel assigned to the Transit Services Bureau on a full-time basis. This will be discussed further in the next section under “Review of Billings.” This increased cost to Metro.
2. **LBPD.** The LBPD contract, also states that sworn field personnel shall primarily be assigned to the contract on an overtime basis. But, unlike the LAPD contract, the LBPD contract is silent on the use of full-time personnel on the contract. However, LBPD advised Metro that they have been assigning personnel on a full-time basis since year two of the contract. This will also be discussed further in the next section. This increased cost to Metro.

Both the LAPD and LBPD contracts in the Exhibit B – Memorandum of Costs Section, Part E states: *“Invoices shall be based on actual services performed.”* According to our discussion with the

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

Senior Manager, Contract Administration, Metro payment of fringe benefits to LAPD and LBPB employees are based on the applicable MOUs with LAPD and LBPB labor unions, which is stated on Exhibit B – Memorandum of Costs on each of the contracts.

For future contracts, Metro should consider the impact that the use of full-time contracted personnel will have on the use of funds over the life of the contract and whether there should be a limit on the personnel assigned on a full-time basis.

Adjustment to Law Enforcement Services / Changes in Deployments

During our audit, we discovered that Metro's former Chief of Systems Security and Law enforcement drafted a letter (See Appendix F) on May 2, 2018 to the Deputy Chief of LAPD to approve adjustments to Transit Law Enforcement Services related to the contract between Metro and LAPD. A second letter (See Appendix G) was also drafted to the Chief of Police for LBPB on December 5, 2018 to approve adjustments related to the contract between Metro and LBPB. The adjustments were classified as personnel adjustments and other expenses increasing the contract price by \$35.3 million over four years for LAPD and \$3.2 million for LBPB. It was anticipated that the estimated charges be covered under the existing Metro LAPD contract. The letters also stated that Metro staff shall review contract utilization on an annual basis and return to the Metro Board to request additional contract authority if deemed necessary. The letters approved the services and LAPD and LBPB acknowledged the letter as an approval for additional services. The adjustments may be considered within the scope of the existing contract but were not budgeted or programmed into the contract. There was no reserve account or contingency funds set aside in the budget for these services or special events, therefore these were unfunded commitments made without authority to increase the funding of the contract. Because the contract had funds remaining, the Metro SSLE Chief diverted funds from budgeted activities to pay for the additional services using existing contract funds, leaving insufficient funds near the end of the contract to pay for the originally contemplated services as well as the other services to which he committed.

Additional information was obtained from Metro's Procurement Contract Administrator relating to the contract and adjustments approved by Metro's former Chief of SSLE. The Contract Administrator was aware of the adjustments approved by the former SSLE chief and recalls discussions that included the Office of the Chief Executive Officer. The adjustments referred to in the letters were considered changes in deployments by Metro Procurement and are permitted in the contract, Statement of Work Article 7.0 and 9.0. A decision was made to fund the adjustment with the current contract funding and delay going to the Metro Board for additional contract authority because it was early in the contract and it was believed that additional funding may be needed during the course of the five-year contract and a review of contract utilization will be made at a future date. Therefore, it was contemplated by management since 2018 that additional funds would likely be requested at some time before the end of the contract. It was obviously assumed that the Board would have to approve additional funds or stop the law enforcement contracts prior to the end of the term of the contracts.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

C. Review of Billings

The contracts between Metro and the three law enforcement agencies contain many areas where contract terms are similar. However, there are a few areas in the contracts where there are differences between one or more of the agencies. The area covering billings and invoicing is one of these areas. For each of the law enforcement agencies we selected the month of January 2020 for detail testing of billings.

The Exhibit B – Memorandum of Costs Section of the LBPd and LAPD contracts states: *“Ninety days prior to the start of each fiscal year, Contractor shall submit for approval of LACMTA, a list of maximum fully burdened rates per labor classification, together with the necessary documentation in support of the proposed rates.” Further, in Part E of this section it states: “Invoices shall be based on actual services performed, in accordance with the agreed-upon deployment plan/schedule. In no case shall billing rate for each personnel exceed the maximum fully burdened rate set for each labor classification.”*

1. Long Beach Police Department (LBPd)

Our review of LBPd’s January 2020 invoice identified 18 incidents where the hourly rate billed to Metro for an individual exceeded the approved maximum fully burdened hourly rate for that person’s job classification. Based on our work performed, this resulted in an overbilling in the amount of \$24,179. Through discussions with Metro’s SSLE Compliance Unit, we found that SSLE had also identified this overbilling on the January 2020 invoice and additional overbillings on other monthly invoices during this fiscal period. For the period of July 2019 to May 2020, SSLE’s Compliance Unit identified \$174,629 in overbillings. When we asked about the status of these overbillings, we were advised by SSLE and LBPd in January 2021 that no invoices had been processed and submitted for payment since the May 2020 invoice, due to the need for Metro and LBPd to come to a resolution on the overbillings and how Metro will be invoiced. The delay in the processing of invoices did not impact the services provided by LBPd.

In Exhibit B – Memorandum of Costs Section, Part A.1, it states *“Sworn field personnel shall primarily be assigned to this contract on an overtime basis.”* However, LBPd advised that since the second year (FY 19) of the contract, their sworn field personnel have primarily been assigned to the contract on a full-time basis. This is relevant because as discussed in the prior section of this report, contracted personnel working on a full-time basis instead of an overtime basis increases Metro’s costs because a contractor can bill the costs of fringe benefits, including compensated non-work hours directly to the contract. We asked SSLE for a copy of the contract modification that supports this change. SSLE’s Compliance Unit advised that there is no record of a contract modification being executed.

On March 5, 2021, LBPd advised Metro that the reason for the apparent overbillings was due to the fact that LBPd attached the incorrect supporting documentation to the invoices. LBPd advised that the incorrect labor detail report had been attached to the invoices as supporting documentation and this report did not include compensated non-work hours (vacation, sick leave, holidays, etc.) billed per individual. Further, LBPd stated that if non-work hours are included then the rate billed per hour for each individual would be lower and there would not be incidents where the billed hourly

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

rate for an individual would have exceeded the approved maximum fully burdened hourly rate for that individual's job classification. Therefore, in the incidents where overbillings were cited, there would not be any if the correct report had been used. However, the use of full-time officers would still be overall more expensive and not clearly within the terms of the current contract.

In our opinion, if Metro and LBPd agree that sworn personnel shall primarily be assigned to the contract on a fulltime basis, then a contract modification should be executed so that the written contract reflects current practices. In addition, Metro should: (1) Determine if the billing for fulltime personnel should be retroactive back to year two (FY19) of the contract and (2) Review past invoices to determine if overbillings still exists with the use of the correct supporting documentation.

2. Los Angeles Police Department (LAPD)

Exhibit B – Memorandum of Costs Section, Part E, states: *“Monthly billings will be submitted to LACMTA within sixty days after the end of each Deployment Period (DP).”* Our review of LAPD invoices for the period of July 1, 2019 – June 30, 2020 (FY20), found that invoices covering the period of February 2020 to June 2020 (Invoices 20MTADP02 – 20MTADP06) were not processed by SSLE until September 2020. SSLE advised that this was due to some unresolved billing issues between Metro and LAPD that needed to be addressed.

Exhibit B – Memorandum of Costs Section, Part A.2, states: *“Contractor shall create a Transit Services Bureau to directly oversee administrative, investigative and patrol operations required under the contract. All management, field supervisory and administrative personnel of Contractor’s Transit Security Bureau shall be billed as Division Overhead Cost.”* In addition, it states: *“Fulltime personnel will be phased in over the first three years of the contract.”*

Our review of the January 2020 invoice for LAPD found that each invoice contains a summary schedule by work section of total monthly charges. We selected the Transit Services Bureau Overhead and Transit Services Bureau Overtime Sections for detail testing. When we reviewed the billings under Transit Services Bureau Overhead, we found that non-work hours such as vacation, sick leave, and holidays were being billed to Metro under the contract. This issue was also noted in FY 19’s audit report (Report No. 20-AUD-07, Issue March 27, 2020). When we brought this issue to the attention of the SSLE Compliance Unit, they advised that this was one of the issues that Metro and LAPD was trying to resolve. The contract in the Exhibit B – Memorandum of Costs Section, Part E states: *“Invoices shall be based on actual services performed”*. We believe that actual services performed means actual hours worked. However, as discussed earlier under “Observations Related to the Use of Contract Funds”, it is common practice for contractors to bill “Fringe Benefits” (i.e. vacation, sick leave, holidays, etc.) directly to a contract for individuals who are assigned to the contract on a full-time basis. The SSLE Department advised that as of April 2021, Metro had evaluated LAPD’s methodology in this area and has agreed without exception to allow non-work hours to be billed to the contract. Since the cost to Metro is significantly different when full-time staff are used, Metro should determine which positions and how many persons may be full-time and designate a not to exceed amount.

A second issue that needed to be resolved dealt with whether the full Cost Allocation Plan (CAP) rates should be applied to LAPD personnel that work at MTA facilities and use Metro provided

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

resources in comparison to those LAPD personnel who are assigned to the Metro contract but work out of LAPD facilities. For those LAPD personnel that work at Metro facilities, Metro is covering some of the expenses that the CAP rates would cover, such as electricity, water, and office supplies. Our review of the LAPD contract found that the contract is silent on this issue. However, we were advised by Metro that as of September 2020, LAPD has agreed to lower CAP rates for those LAPD personnel that work at Metro facilities and use Metro resources.

Exhibit B – Memorandum of Costs Section, Part E states: *“In no case shall billing rate for each personnel exceed the maximum fully burdened rate set for each labor classification.”* We found based on our review of the January 2020 invoice, that there were five LAPD personnel who worked in the Transit Services Bureau Section, whose hourly billing rate exceeded the approved maximum fully burdened hourly rate for their job classification. This resulted in an overbilling of \$3,170.52 for that month. When we brought this to the attention of SSLE, they reviewed our work and agreed.

The SSLE Compliance Unit should review all invoices for FY20 and determine if there are any other incidents where an individual’s billed hourly rate exceeds the approved maximum fully burdened hourly rate for that job classification. In addition, Metro should request a refund of \$3,170.52 and any additional overbillings identified.

Additional Concern Related to Overbillings

During the course of the FY20 Transit Security Performance audit, we were informed by an employee of LAPD about overbillings related to the contract between Metro and LAPD. The complaint alleges that there are LAPD personnel being billed to the Metro contract that are actually working on assignments unrelated to Metro, resulting in overbillings. The review of this matter is ongoing and will be reported separately.

3. The Los Angeles County Sheriff Department (LASD)

Section 7.6 of the contract states: *“At least 60 days prior to the commencement of each fiscal year, Contractor shall submit for approval of LACMTA, a Los Angeles County Sheriff Department SH-AD 575 Deployment of Personnel Form (SH-AD 575), together with supporting cost and deployment information, based on agreed-upon service levels for the coming fiscal year.”* The SH-AD 575 Form list the agreed upon number of service units per each service type, and the annual costs for each service type per unit. For example, for contract year 3, Metro and LASD agreed upon 42 Two Deputy-56-hour service units at an annual cost of \$853,857 per unit. The SH-AD 575 Form is used by LASD to prepare their monthly invoices.

Our review of the January 2020 invoice found that the service levels and unit costs for each service type billed on the invoice were in accordance with the approved SH-AD 575 Form in effect for FY20.

Observation Related to Billings and Contract Language

As discussed earlier in this section, Metro agreed with LAPD and LBPB at one point to temporarily stop processing and paying invoices due to unresolved issues related to billings. We believe what contributed to the issues in this area stem from the lack of clarity and specificity in the contracts. For example, in LAPD’s contract, under the Exhibit B – Memorandum of Costs Section, Part A.2,

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

it states: *“Full-time personnel will be phased in over the first three years of the contract.”* However, the contract is silent on how full-time employees will be charged to the contract, the type of costs that will be allowed and/or disallowed. Another example is the LBPD contract that does not address the use of LBPD personnel on a full-time basis. However, as LBPD advised, since year two of the contract, they have been placing the majority of their personnel on the contract on a full-time basis. Additionally, no contract modification was ever done to address the change in how LBPD assigns personnel to the contract.

In our opinion, Metro should work to include language in the contract that more thoroughly and clearly define how services will be billed and what costs will be allowed and/or disallowed for each law enforcement agency. This will help ensure there are no delays in processing invoices due to disagreements in how Metro will be billed, limit costs to Metro, and help Metro establish a more accurate budget.

D. Monitoring and Oversight

Effective monitoring and oversight are important to the success of any process or program in helping to ensure that services are delivered effectively and efficiently. Monitoring progress, identifying areas of compliance, offering opportunities for technical assistance to help resolve non-compliance issues, helps ensure that resources are used responsibly.

The FY 19 audit report (Report No. 20-AUD-07, issued March 27, 2020) noted that compliance monitoring and oversight of the law enforcement agencies by Metro’s SSLE Department was inadequate. This conclusion was based on their findings of non-compliance in areas such as billings, required reporting, and the lack of monitoring and tracking of resources in the field.

We found that Metro’s SSLE Department has taken steps to strengthen their oversight and monitoring function. In October 2019, the SSLE Department hired a System Security Administration and Compliance Director. SSLE’s Compliance Section currently has a staff of three: Compliance Director, Transportation Planner, and Assistant Administrative Analyst. The main function of this unit is to monitor and provide oversight over the three contracted law enforcement agencies. The SSLE Compliance Director advised that one way in which they are strengthening their monitoring and oversight role is by developing a Compliance Audit Procedures Manual. The first section completed in the manual covers the review of billings. The Compliance Director advised that the manual which is scheduled to be completed in August 2021 will include sections covering other contract requirements such as required reporting, and personnel and training qualifications.

The FY 19 audit as well as this audit identified discrepancies and non-compliance issues in the area of billings. The SSLE Compliance Director advised that they have implemented procedures to strengthen controls over billings. Specifically, the three law enforcement agencies are now required to submit copies of their invoices to the SSLE’s Compliance Section for review before submittal to Metro’s Accounting Department for payment. This provides the Compliance Section with the time to review, identify, and resolve compliance issues and other discrepancies before the invoice is submitted for payment. We believe that the establishment of the SSLE’s Compliance Unit has helped identify and bring resolution to some of the issues discussed in the previous section covering

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

the “Review of Billings.” In addition to strengthening controls over billings, controls over the monitoring of contracted resources in the field, which will be discussed later in the report has also improved.

Although, SSLE has strengthened controls in some areas, there are other areas such as Community Policing and the development of baseline metrics for Key Performance Indicators (KPIs), which will be discussed in more detail later in this report, where actions are still needed to improve controls. In our opinion, SSLE should continue to work on strengthening controls in the area of monitoring and oversight. The strengthening of controls in this area will help ensure that SSLE is performing its monitoring and oversight function in the most effective and efficient manner.

E. Adherence to Contract Requirements

1. Personnel and Training

California Commission on Peace Officer Standards and Training (POST) was established by the Legislature in 1959 to set minimum selection and training standards for California law enforcement. The POST Program is voluntary and incentive-based. Participating agencies agree to abide by the standards established by POST. The POST Professional Certificate Program fosters education, training, and professionalism in law enforcement, raises the level of competence of law enforcement officers, and fosters cooperation between the Commission, its clients, and individuals. The Commission, through the Post Professional Certificates Unit, awards professional certificates comprised of the Basic, Intermediate, Advanced, Supervisory, Management, and Executive certifications.

Metro requires that only POST certified officers be assigned to the contract. In addition to this requirement, Section 1.2 of the contract between Metro and the law enforcement agencies list other requirements that must be met by officers assigned to work for Metro. Some requirements are applicable to all three contractors, others are only applicable to two of the three law enforcement agencies. Schedule 10 below shows the personnel and training requirements that each agency’s officers must adhere to.

Schedule 10 – Personnel and Training Requirements

Personnel and Training Requirements (Section 1.2)	LAPD	LASD	LBPD
1. Only POST certified personnel are authorized to provide law enforcement services.	X	X	X
2. Officer/Supervisor assigned to LACMTA must hold an active Basic, Intermediate, Advanced or Supervisory California POST Peace Officer’s Certificate	X	X	X
3. Command level officers must hold an active Management or Executive Peace Officer’s Certificate.	X	N/A	X
4. Officers must have completed their probationary period.	X	N/A	X
5. Officers must have a minimum of eighteen (18) months of law enforcement experience.	X	N/A	X

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

6. Officers shall not have current duty restrictions whether due to medical or performance-based issues.	X	N/A	X
7. Officers must attend a LACMTA safety training,	X	X	X
8. Officers within the first six months of assignment, must complete a 4-hour "Transit Policing"	X	X	X
9. All supervisors and managers must have completed department training equivalent to supervisory and/or advanced POST courses.	N/A	X	N/A

We requested from each of the three law enforcement agencies a list of the personnel that was assigned to the Metro contract during the period of July 1, 2019 to June 30, 2020. We randomly selected 25 officers from each agency for detail testing. We asked each agency to provide for each of the 25 officers in the sample selection the pertinent information to validate that the officer met all the personnel and training requirements to work on the Metro contract.

Los Angeles Police Department (LAPD)

Our review of the LAPD personnel in our sample selection found that there were two officers who did not meet the personnel and training requirements to be on the Metro contract. Both of these officers were not POST certified, had not passed probation, and did not have 18 months of law enforcement experience. When we brought this to the attention of LAPD, they informed us that overtime shifts for MTA are filled through the LAPD Cash Overtime Allotment for scheduling and Timekeeping (COAST) system. The COAST system expressly requires that only those qualified: having passed probation and obtained POST certification may sign up for MTA contract line spots. The spots for June 6, 2020, however, were filled during a departmental wide mobilization where officers were tactfully deployed to mitigate civil unrest, and they did not employ the COAST system. We also brought this issue to the attention of SSLE. SSLE advised that they were notified about the department wide mobilization but they were not informed about the use or non-use of the COAST system.

In our opinion, LAPD should develop procedures to help ensure that even during departmental wide mobilizations or special deployments that only those officers who meet all the personnel and training requirements are placed on the Metro Contract.

Los Angeles County Sheriff Department (LASD)

Section 1.2 of the contract states: *"Each sworn officer/supervisor assigned to LACMTA must hold an active Basic, Intermediate, Advanced or Supervisory California POST Peace Officer's Certificate."* Our review of a sample of LASD personnel found five officers who were assigned to the Metro contract but were not POST certified. When we brought this to the attention of LASD, we were advised that although these officers were assigned to the Metro contract they never worked on the contract. LASD informed us that it is common for deputies to be assigned to one assignment but not actually be working there. It is called being "on loan" and it happens quite a bit. Notwithstanding this, we believe assigning officers to the contract before they are POST certified increases the risk that an officer may be working on the Metro contract who does not meet contract requirements in the area of personnel and training.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

To ensure that only qualified officers are working on the Metro contract, LASD should only assign personnel to the Metro contract after they are POST certified.

Long Beach Police Department (LBPd)

Section 1.2 of the contract states: *“The contractor’s personnel must have completed their probationary period, have a minimum of eighteen months of law enforcement experience, and shall not have current duty restrictions.”* Our review of the LBPd personnel in our sample selection found two officers on the Metro contract who did not have 18 months of law enforcement experience. When we brought this to the attention of LBPd, they advised us that they recalled a “meet and confer” between LBPd and SSLE’s prior management that “academy time” could be used as part of the 18 months of law enforcement experience required by the contract. We inquired if they had something in writing to support this agreement, LBPd advised that they did not have anything. LBPd also advised that as of 2020, the practice of using academy time as part of the 18 months of law enforcement service is no longer done. We also discussed this issue with SSLE. They advised us that they were unaware of any agreement on the use of “academy time.”

We contacted the California’s Commission on POST to gain an understanding of what counts as law enforcement experience. An official from the Commission advised us that completion of training at an academy does not count as law enforcement experience for POST certifications.

In our opinion, LBPd should ensure that all officers before they are assigned to the Metro contract have completed the required 18 months of law enforcement experience, not including “academy” training, and have met the other personnel and training requirements to work on the Metro Contract.

SSLE should review the qualifications of a sample of officers assigned to Metro from each of the three law enforcement agencies on a periodic basis. This will help ensure that only those officers who meet contract requirements are working on the Metro contract.

Observation related to Required Training

Our review found that there were several officers who had taken the required trainings (Safety and Transit Policing) two or more years ago. To ensure that these officers remember the pertinent issues that were addressed in these trainings, Metro should consider developing and requiring officers to take refresher courses after two or more years on the contract. This will also help ensure that new or updated training material is communicated to officers that have worked on the contract for a while.

2. Required Reporting and Key Performance Indicators

a. Required Reporting

Section 2.1 of the contract between Metro and the three law enforcement agencies require contractors to provide Metro on a regular basis with various types of information and reports. To determine if the contractors are adhering to this contract requirement, we requested each contractor to provide examples of each type of report or document submitted to Metro to support the required information requested. We reviewed reports and other information to determine if contractors were following contract requirements. We also verified with

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

Metro's SSLE department whether each contractor was submitting the required reports and information on a timely and consistent basis. Schedule 11 below provides a list of the reports and information required to be submitted by each law enforcement agency.

Schedule 11 – Required Reporting

REPORTS REQUIRED (SECTION 2.1)	LAPD	LASD	LBPd
1. Weekly schedule for each watch or shift. Must include each employee's name, actual hours worked, assignment and rank	X	X	X
2. Daily summary of work activity for each employee	X	N/A	N/A
3. Watch Commander Summary of Major Events of the day	N/A	N/A	X
4. Monthly summary of crime activity, citations issued, arrests made	X	X	X
5. Monthly summary of commendations and complaints	X	X	X
6. The number of cases referred for follow-up investigation and the subsequent disposition	X	X	N/A
7. Monthly report on the number of Part 1 crime cases referred for follow-up investigation and the subsequent disposition	N/A	N/A	X
8. After-Action Reports following special operations, emphasis details and/or major incidents	X	X	X
9. Annual Community Policing Plan	X	X	X
10. Monthly summary of Problem Oriented Policing projects	X	X	X
11. Executive Summary of Major Events/Incidents on the Metro System (distribution to LACMTA's CEO, DCEO, COO, Chief of Risk Safety and Asset Management and Chief of System, Security and Law Enforcement)	N/A	N/A	X
12. Law Enforcement Sensitive Reports (distribution to LACMTA's CEO, DCEO, COO, Chief of Risk Safety and Asset Management and Chief of System, Security and Law Enforcement)	X	X	N/A

Overall, we found that all three law enforcement agencies adhered to contract requirements related to required reporting.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

Observation on Required Reporting

For future contracts, Metro with input from the three law enforcement agencies should review the reports and information currently required to be provided by the contractors to determine if the information is still relevant and helps ensure that transit security services are operating in the most effective and efficient manner. As part of this review, Metro should assess how each report and/or item of information is currently being used and whether requesting different or additional information would be more beneficial.

b. Key Performance Indicators

Key Performance Indicators (KPIs) measure progress toward intended results. KPIs provide a focus for strategic and operational improvements, create an analytical basis for decision making and help focus attention on what matters the most. Managing with KPIs include setting targets (the desired level of performance) and tracking progress against that target.

Good KPIs:

- Provide objective evidence of progress towards achieving a desired result;
- Measures what is intended to be measured to help inform better decision making;
- Offer a comparison that gauges the degree of performance change over time; and
- Can track the efficiency, effectiveness, quality, and timeliness of performance.

Key Performance Indicators: Section 2.2 of the contract between Metro and the three law enforcement agencies state: *“LACMTA and the Contractor (s) will jointly develop baseline performance metrics to capture:*

- *Number of foot and vehicle patrols of transit centers and train platforms/plazas/stations*
- *Ratio of staffing levels and vacant assignments*
- *Ratio of proactive versus dispatched activity*
- *Number of train boardings*
- *Incident response times*
- *Number of fare enforcement operations*
- *Number of grade crossings operations*

LACMTA will provide details of each required KPI, including definitions, raw data required and calculations. LACMTA will use these KPIs as part of the contract monitoring and evaluation process.”

Our review of reports and information provided by the three law enforcement agencies under the contract reporting requirements found that the agencies are already providing most of the information necessary to measure their performance against baseline performance metrics established for the specific areas identified in Section 2.2 of the contract. However, we found that Metro’s SSLE department has not worked with the agencies to develop specific baseline metrics. When we asked SSLE about the development of baseline performance metrics, they advised that they have evaluated the KPIs and found them meaningful and reasonable and they are working on putting the framework together to develop baseline targets/goals with each agency. Establishing

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

targets and goals will help determine if a law enforcement agency is over or under performing in a key performance area. Also, establishing targets and goals can also be used as a tool to help ensure that SSLE is performing their monitoring and oversight function in the most effective and efficient manner. In addition, the development of baseline performance metrics advises the contractors on what is expected of them.

As a tool to help monitor overall transit security performance, SSLE with input from the three law enforcement agencies should develop baseline performance levels (targets/goals) in critical performance areas to help track and gauge how well each agency is performing.

3. Community Policing

The U.S. Department of Justice – Office of Community Oriented Policing Services (COPS) is responsible for advancing the practice of community policing by the nation’s state, local, territorial, and tribal law enforcement agencies. COPS states: *“Community policing begins with a commitment to building trust and mutual respect between police and communities. It is critical to public safety, ensuring that all stakeholders work together to address our nation’s crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.”*

Community Policing – Section 3.0 of the contract between Metro and the law enforcement agencies state: *“The contractor shall update annually the LACMTA approved Community Policing Plan. Building and sustaining community partnerships is central to LACMTA’s goal of reducing vulnerability to crime. This will require periodic attendance at community meetings and other events designed to foster LACMTA’s relationship with the community. The contractor shall provide staff with specific training in Problem Oriented Policing in order to assist LACMTA in addressing longstanding challenges related to crime, blight, and disorder.”*

Metro’s System Security and Law Enforcement Department (SSLE)

We found that the SSLE Department has not developed an agency wide Community Policing Plan. This issue was also noted in the FY19 audit report (Report No. 20-AUD-07, Issued March 27, 2020). SSLE’s System Security Administration and Compliance Director advised that she is aware of the importance of having a plan and that she will be working with SSLE’s management in the near future to develop one. Developing a written Community Policing Plan and updating it annually is important because it:

- Identifies the actions that Metro plans to take to develop relationships and trust within the community;
- Communicates to Metro’s officers the importance of being visible within the community by partnering with groups and individuals to reduce crime and address other issues facing the community;
- Documents the specific training provided to Metro officers in the area of Problem Oriented Policing;
- Serves as a benchmark to determine if Metro is meeting its goals; and
- Provides guidance to the three law enforcement agencies in the development of their annual Community Policing Plan.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

Metro should develop and update annually a written agency-wide Community Policing Plan that clearly defines the agency's goals and objectives for establishing and building on relationships within the community to address longstanding challenges with crime and other issues.

We obtained a copy of each of the law enforcement agency's Community Policing Plan and reviewed each plan to determine its adherence to contract requirements.

Los Angeles Police Department (LAPD)

Our review of LAPD's Community Policing Plan found that it provided an overview of the types of community policing and outreach activities that they plan to participate in to help build relationships and trust within the community. However, the plan did not provide a description of the specific training that is provided to their officers in the area of Problem Oriented Policing. The contract in Section 3.0 – Community Policing states: "The contractor shall provide staff with specific training in Problem Oriented Policing in order to assist LACMTA in addressing longstanding challenges related to crime, blight, and disorder." When we asked LAPD about this training, they advised that Community Focused & Problem Oriented Training is at the core of their operations. They provided a list of the types of training they provide in this area. Our review of the list found that the training included for example, De-escalation and Crowd Control training and Mental Health Intervention Training. In addition, LAPD informed us that in March 2021 as a result of the recent civil unrest in the country, the city of Los Angeles created the Anti-Bias Learning Initiative and Implicit Bias Training program which has been mandated for all city of Los Angeles employees.

To ensure that contract requirements are adhered to, LAPD should include in its Annual Community Policing Plan, a description of the specific training provided to its officers in the area of Problem Oriented Policing.

Los Angeles Sheriff Department (LASD)

LASD's Community Policing plan provides a list of actions that the agency plans to take to promote their community policing activities. The plan also discusses their mission which includes promoting a safe and secure transit environment and providing premier customer service and support. However, similar to LAPD, the plan does not provide information on the specific training in the area of Problem Oriented Policing that the contract requires be provided to officers on the Metro contract. When we asked LASD about this training, they advised that their deputies are provided with annual training in this area that includes: De-escalation training, Tactical Communications Training, Mental Health Refresher Training, and Racial Profiling/Cultural Diversity Training.

To ensure that contract requirements are adhered to, LASD should include in its Annual Community Policing Plan, a description of the specific training provided to its officers in the area of Problem Oriented Policing.

Long Beach Police Department (LBPD)

Our review of LBPD's plan found that it adhered to contract requirements. It provided an overview of community activities that officers from LBPD had participated in as well those that they plan to

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

be a part of and/or host. In addition, LBPDP's plan included a description of the specific training that its officers receive in the area of Problem Orienting Policing. The LBPDP's Community Policing Plan states that officers receive 10 hours of Implicit Bias Training, 8 hours of Procedural Justice Training, 23 hours of Cultural Diversity/Discrimination Training and 18 hours of Policing in the Community Training.

F. Use of GPS Information on Mobile Phone Validators

Metro provided the contract law enforcement officers with Mobile Phone Validators (MPV smartphones) which are GPS enabled to provide information on the location and movement of MPV and law enforcement resources. One of the findings in FY 2019 report was that "SSLE has made little progress implementing a mechanism for verifying contracted law enforcement actual presence using smartphone location services / GPS."

In October 2019, Los Angeles Metro executed a contract modification for a TAP Mobile Phone Validator (MPV) application with Axiom Xcell, Inc. (Contractor) to extend the period of performance and proceed with implementing new enhanced features to improve functionalities and capabilities for the MPV used by fare compliance officers and contracted law enforcement. However, after reprogramming the devices and conducting field tests, SSLE determined that the design of the current dashboard is slow and labor intensive when trying to obtain information on the location and movement of MPVs and law enforcement resources.

We inquired with SSLE about the updates on this program and they stated that the GPS function showed uneven to subpar results. When specific dates, times, deployment periods and watch/shift are researched, the results are sporadic and unreliable. This is due, at least in part, to poor connectivity in the subterranean portions of the system. Once Officers enter the underground portion of the Metro system, their location is not detected by the satellite which isolates their position until they surface again. The inability to obtain location information of law enforcement resources has been a continuing issue, and currently, neither the contractor or Metro ITS has a solution to this problem.

In September 2020, the SSLE compliance group began using reports generated by the contractor's Mobile Device Management (MDM) system and compared the data with the submitted law enforcement daily deployment schedules for Officers/Deputies. The MDM was used to validate law enforcement resources that logged into and off the MPV application, date and time, and what location.

Even though it was beyond our audit period, we asked SSLE to provide information for the period covering December 13, 2020 to January 3, 2021 which we used in our sample testing. The MDM reports provided information on the time the officers logged in and out using the MPV, although the reports did not show their location. Based on our examination of the deployment schedules, we determined that LAPD and LBPDP had a compliance rate of 100% and 93% respectively, in logging into the MPV application. However, during the subject testing period, LASD had a compliance rate of only 9%, with only one shift partially complying with logging into the MPV application. According to the SSLE Director, LASD explained that they had not really used the MPVs in the first few months because they were not familiar on how to use them. The SSLE Director developed

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

and provided an MPV user guide to LASD. Since then, LASD has complied with the requirement of logging into the MPV application and now registers a compliance rate between 96% to 100%.

While we saw significant improvement in monitoring the resources since the establishment of the Compliance unit within SSLE, we believe that certain procedures could be improved.

SSLE should determine if the Metro issued MPV smartphones provide reliable and meaningful information on the amount of time the contracted law enforcement officers spend on various parts of the Metro System.

Observation related to TAP Reports

Effective February 14, 2021, SSLE began using Metro's TAP reports in monitoring the law enforcement resources by comparing the data with the submitted law enforcement daily deployment schedules to validate contractual compliance when boarding Metro's buses and trains, and patrol bus and rail stations/corridors at contracted locations. All Officers and Deputies on duty are required to TAP their issued Metro badge on all TAP machines when boarding buses, riding trains, and accessing rail stations/corridors. Every month, SSLE performs a 15-day audit of the selected sample and based on their March 1 to 15, 2021 audit, the compliance rate for the three law enforcement agencies ranged from 67% to 86%. The effectiveness of using TAP reports to monitor deployment of law enforcement resources will be reviewed again in our FY21 audit of Metro Transit Security Services Performance.

The Director, Systems Security Administration and Compliance stated she believes that Metro TAP reports are more effective in verifying the presence of the contracted law enforcement resources. The MPVs, on the other hand, require a significant amount of time to maintain including re-programming when they are wiped clean or locked. The MPV will be wiped clean if the Personal Identification Number (PIN) is entered incorrectly five times; it will be locked if the PIN is entered incorrectly three times and if the user attempts to log into the MPV application but is not enrolled in the MDM database. Based on SSLE report, 690 MPVs were wiped and reprogrammed as of February 18, 2021. Wiped devices must be re-programmed from scratch as if the device is new and factory-reset, whereas locked devices can be unlocked remotely by a member of the Compliance Group via the MDM system.

We recommend that SSLE determine whether the use of TAP reports is the most effective approach to monitoring and overseeing contracted law enforcement resources to ensure that the resources Metro is paying for are actually present and providing contractual law enforcement services.

G. Metro's Access to Video from Police Body Cameras

Cameras provide additional documentation of police encounters with the public and may be an important tool for collecting evidence and maintaining the public trust. Body cameras will also protect the police, since the footage can be used as evidence to justify their actions. SSLE has not discussed or established any requirement on the use of Body Worn Cameras (BWCs) and obtaining BWC recordings to date. The policy for the use of BWCs and criteria for BWC recordings fall within the policies for each respective law enforcement agency.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

According to the Director, Systems Security Administration and Compliance, LBPD begun wearing body cameras while policing the Metro system in April 2020. LAPD has started testing their body worn camera program with an expected roll out date of April 2021, and LASD anticipates their body worn camera program will roll out in October 2021.

LBPD

We reviewed the policies on BWCs provided by LBPD to determine when recordings should be made. Based on their policy, “officers equipped with a BWC shall activate their camera during enforcement related contacts whether self-initiated or in response to a dispatch call.” Enforcement related contacts include, but are not limited to the following: traffic collisions, detentions, arrests, searches, crimes in progress, demonstrations, protests, unlawful assemblies, and consensual encounters.

We asked for video clips from LBPD but were informed that based on their policy, they are prohibited from accessing, copying, forwarding, or releasing any digital evidence for other than official Police Department use. A public records request to the City of Long Beach via www.longbeach.gov/police would be necessary to release any body worn camera footage.

In the absence of video clips, we asked LBPD to provide any report that shows camera data (i.e. stamped time, date, location) proving that the Officers wore their body cameras. LBPD submitted the Device Audit Trail (DAT) which showed the date and time each officer wore his BWC, as well as the time it was activated, deactivated, and switched off at the end of his/her shift. We compared the data on the DAT with the work schedule of the selected law enforcement personnel and based on our review, the sampled LBPD Officers wore body cameras during their entire shift and activated them only during enforcement-related contacts, as stated in the policy. The Device Audit Trail, however, did not show the location of the law enforcement personnel.

LAPD

During our audit of the FY20 contracts, we found that LAPD officers are required to utilize the Body Worn Video (BWV) equipment starting March 8, 2021, in compliance with their BWV policy. LAPD stated that all sworn officers working on the Metro transit system wear body cameras throughout their shift. Based on LAPD’s Special-Order No. 12 and Pre-activation Buffer Requirements Notice, officers shall activate their BWV devices prior to initiating any investigative or enforcement activity involving a member of the public. LAPD and Metro have yet to establish protocols regarding accessibility to body camera video and other information obtained with the use of the equipment.

LASD

As stated earlier, LASD plans to roll out their BWC Program in October 2021.

We recommend that Metro include in future contracts the requirement of wearing body cameras by all contracted law enforcement personnel. This will help improve police law enforcement accountability and transparency in order to regain and increase public trust and confidence.

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020**

Office of the Inspector General **Report No. 22-AUD-02**

SSLE, as part of its oversight responsibilities should also discuss and develop with law enforcement agencies procedures on how to access the video footage when necessary. These agreed upon procedures should be incorporated into future contracts.

V. CONCLUSION

Contracted Law Enforcement Agencies

We found for the areas covered in this audit that the three law enforcement agencies for the most part, provided transit security services in accordance with contract requirements. However, as discussed in this report, we did identify for two or more of the agencies, non-compliance items in the areas of billings, personnel and training, and community policing. The three law enforcement agencies should continue to be vigilant in adhering to all contract requirements. This will help ensure that Metro's overall transit security services are operating in the most effective and efficient manner.

Metro's System Security and Law Enforcement Services (SSLE)

We found that SSLE has taken steps to strengthen their monitoring and oversight function. This includes creating a Compliance Unit whose main responsibility is to monitor and ensure that the three law enforcement agencies are adhering to contract requirements, reviewing 100% of invoices before they are submitted to Accounting for payment, and being able to monitor and track contract resources in the field. SSLE can further strengthen its oversight function as well as overall transit security performance by working with the law enforcement agencies to develop targets and goals for Key Performance Indicators, continuing to strengthen controls over tracking contracted resources in the field, and developing and updating on an annual basis a Community Policing Plan. Developing a Community Policing Plan will provide guidance not only to the law enforcement agencies but also to Metro's officers.

Budget Controls

We found that additional budget controls are needed to ensure that all costs for services provided stay within the Board approved budget. Due in large part to enhanced deployments and special events, and in small part to lack of controls on how many law enforcement persons can be billed at overtime rates versus regular full-time rates including vacation and paid holidays, prior SSLE Metro management overspent funds in early years of the contract leaving insufficient funds for the last year of the contracts. We found special events deployment costs need to be recovered by the law enforcement entity or Metro from the private party event host, or a contingency reserve needs to be established for that, or both, to control spending. We also found spending needs to be programmed on an annual basis for multi-year contracts and monitored by OMB in that way.

VI. RECOMMENDATIONS

Metro's System Security and Law Enforcement Department (SSLE)

SSLE should:

1. Review the history of each agency's use of contract funds and determine what actions can be taken to help address what appears to be an over use of the budget and a shortage of funds for the remaining life of the contract.
2. Ensure that future contracts include a contract budget that specifies the amount of funds budgeted for each contract year and develop procedures to help ensure that the annual budgets are adhered to.
3. In future contracts, to more effectively control and track the use of contract funds, allocate within the budget a separate reserve amount to be used for special events and enhanced deployments.
4. For future contracts, consider the impact that the use of full-time contracted personnel will have on the use of funds over the life of the contract. In addition, specify within the contract the job classifications, and number of positions within each classification that can be charged to the Metro contract on a full-time basis.
5. Execute a contract modification if it is determined that LBPD sworn personnel will be assigned to the contract on a full-time basis.
6. Determine for LBPD, if the billing of full-time personnel should be retroactive back to year two of the contract.
7. Review LBPD past invoices to determine if overbillings still exist with the use of the correct supporting documentation.
8. Review all LAPD invoices for FY20 to determine if there are other incidents where the personnel hourly billing rate exceeds the approved maximum fully burdened hourly rate for the job classification.
9. Request a refund of \$3,170.52 and any additional overbillings identified from LAPD.

Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General **Report No. 22-AUD-02**

10. For future contracts, work with each contractor to include language in their respective contracts that more thoroughly and clearly define how services will be billed and what costs will be allowed and/or disallowed.
11. Continue to work on strengthening controls in the area of monitoring and oversight by addressing the deficiencies cited in areas such as Community Policing and Key Performance Indicators.
12. Complete and finalize the Compliance Audit Procedures Manual.
13. Review on a periodic basis the qualifications of a sample of officers from each of the law enforcement agencies to determine that contract requirements are being adhered to.
14. For required training, consider developing and requiring officers to take refresher courses after working on the contract for two or more years.
15. For required reporting, review with input from the law enforcement agencies, the reports and information currently required to determine if changes are necessary. As part of this review determine if different or additional information would be more beneficial.
16. With input from the three law enforcement agencies, develop baseline performance levels (targets and goals) for key performance indicators.
17. Develop and update annually a written agency-wide Community Policing Plan.
18. Determine if the Metro issued MPV smartphones provide reliable and meaningful information on the amount of time officers spend on various parts of the Metro System.
19. Perform further study and evaluation of TAP reports to determine whether it is the most effective approach to monitoring and overseeing contracted law enforcement resources.
20. Include in future contracts the requirement of wearing body cameras by all contracted law enforcement personnel when policing the Metro System.
21. Establish with the three contracted law enforcement agencies procedures for accessing video footage from body cameras when necessary, including for compliance, auditing, and investigative reasons.

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General Report No. 22-AUD-02**

Los Angeles Police Department (LAPD)

LAPD should:

22. Ensure that each personnel's hourly billing rate does not exceed the approved maximum fully burdened hourly rate for that job classification.
23. Develop procedures to help ensure that even during departmental wide mobilizations and/or special deployments that only those officers who meet contract requirements are placed on the Metro contract.
24. Include in the Annual Community Policing Plan a description of the specific training provided to its officers in the area of Problem Oriented Policing.

Los Angeles Sheriff Department (LASD)

LASD should:

25. Assign personnel to the Metro contract only after they are Post Certified and have met all contract requirements.
26. Include in its annual Community Policing Plan a description of the specific training provided to its officers in the area of Problem Oriented Policing.

Long Beach Police Department (LBPD)

LBPD should:

27. Ensure that the correct supporting documentation is used when preparing and submitting invoices.
28. Assign only those officers to the contract who have 18 months of law enforcement experience and have met all other contract requirements related to personnel and training.

**Audit of Metro Transit Security Services Performance
For the Fiscal Year Ended June 30, 2020
Office of the Inspector General Report No. 22-AUD-02**

Metro's Office of Management and Budget

OMB should:

29. Monitor and restrict spending of the contract budget into equal percentages of the contract amount divided by the number of years of a multi-year contract (e.g. 1/5 per year of a five-year budget) unless a different program of funding is approved by the Office of the Chief Executive Officer.

VII. MANAGEMENT COMMENTS TO RECOMMENDATIONS

We received management's response to the recommendations in this report on September 9, 2021. The response stated: "System Security and Law Enforcement (SS&LE) staff has reviewed the OIG's Draft Report on Audit of Metro Security Services Performance for the Fiscal Year Ended June 30, 2020 (Report No. 22-AUD-02) and takes corrective actions to each of the twenty-nine (29) recommendations as presented in Appendix A)". See management's complete response in Section IX.

VIII. OIG EVALUATION OF MANAGEMENT RESPONSE

Metro Management's responses and corrective actions taken are responsive to the findings and recommendations in this report. We will review recommendations at a later date to determine that all proposed actions have been implemented.

IX. MANAGEMENT COMMENTS TO DRAFT REPORT



Metropolitan Transportation Authority

Metro

Interoffice Memo

Date	September 9, 2021
To	Karen Gorman, Inspector General Office of the Inspector General
From	Judy Gerhardt, Chief System Security & Law Enforcement Officer
Subject	Office of the Inspector General (OIG) - Draft Report on Audit of Metro Transit Security Services Performance for the Fiscal Year Ended June 30, 2020 (Report No. 22-AUD-02)

System Security and Law Enforcement (SS&LE) staff has reviewed the OIG, Draft Report on Audit of Metro Transit Security Services Performance for the Fiscal Year Ended June 30, 2020 (Report No. 22-AUD-02) and takes corrective actions to each of the twenty-nine (29) recommendations as presented in Appendix A, specifically.

For consistency and clarification, SS&LE staff is requesting for the OIG to consider including in their report the letter from former management to Long Beach Police Department (LBPd) on \$3.2 Million increase in 2018 approving adjustments to Transit Law Enforcement Services related to the LBPd Contract No. PS95866000LBPd24750 and clarifying the OIG's result in an estimated shortage of \$143,000 per year for FY21 and FY22.

SS&LE staff is also requesting the OIG to consider our clarification to the statement "SSLE stated that they also share our concern with special events, and they are currently looking into whether Metro should be reimbursed for payments made to the law enforcement agencies for services provided for such events", found in page 4, Special Events and Enhanced Deployments, second paragraph, last sentence to read "*SSLE stated that they also share our concern with special events, and is currently exploring the idea of working with the venues to reimburse Metro for future special events (venues) moving forward.*"

SS&LE staff appreciates the courtesy and cooperation extended to us during the review. SS&LE staff has been, and remains, fully committed to ensure that Metro is receiving the transit law enforcement services it is paying for.

Enclosure: Appendix A

Distribution:

Aston Greene; Ron Dickerson; Dawn Williams-Woodson and Yvonne Guan Zheng

X. APPENDICES

Schedule of Recommendations and Proposed Actions for FY20 Performance Audit

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	SS&LE should:				
1	Review the history of each agency's use of contract funds and determine what actions can be taken to help address what appears to be an over use of the budget and a shortage of funds for the remaining life of the contract.	SS&LE	Agree	In efforts to strengthen the ongoing monitoring and oversight of the contract funds, the current Metro SS&LE staff reviewed the history of each agency's use of contract funds and determined: 1. Effective 03/2020 cease additional law enforcement resources in support of Special Events (venues such as concerts, sport events, etc.) and Enhancements. 2. Effective 06/2020, due to Metro's budget constraints resulting from the COVID-19 pandemic, Metro SS&LE staff notified all three law enforcement contractors to suspend recruitment process to fill current/future vacancies and defer the acquisition of new equipment and vehicles. These types of costs will need to be reviewed on a case by case and pre-approved by Metro SS&LE staff.	03/2020 & 06/2020
2	Ensure that future contracts include a contract budget that specifies the amount of funds budgeted for each contract year and develop procedures to help ensure that the annual budgets are adhered to.	SS&LE	Agree	Metro SS&LE staff will work with Metro V/CM to ensure that the appropriate form of contract (cost reimbursable contract) is utilized and include language in future contracts' SOW related to cost reports that should be submitted as a condition precedent for each monthly invoice and executive reports that provide monthly reports showing total contract costs, actual costs, cumulative to date, remaining balance and budget based on authorized funding, plus applicable changes, if any.	During the Solicitation phase for new Transit Law Enforcement Services
3	In future contracts, to more effectively control and track the use of contract funds, allocate within the budget a separate amount to be used for special events and enhanced deployments.	SS&LE	Agree	In addition to item no. 2 response, Metro SS&LE staff will work with Metro V/CM to ensure that appropriate language is incorporated in future contracts' SOW based on authorized funding related to special events and enhanced deployment, if any.	During the Solicitation phase for new Transit Law Enforcement Services
4	For future contracts, consider the impact that the use of full-time contracted personnel will have on the use of funds over the life of the contract. In addition, specify within the contract the job classifications, and number of positions within each classification that can be charged to the Metro contract on a full-time basis.	SS&LE	Agree	In addition to item no. 2 response, Metro SS&LE staff will work with Metro V/CM to ensure that, appropriate language such as the following is incorporated in future contracts' SOW: 1. Submittal of start up schedule for planning the agency's activities and resources. The final schedule to be developed by the agency in accordance with the terms and requirements of the contract. 2. Submittal of staff needed to perform services as described in the SOW and ensure labor rates are commensurate with the role performed. 3. Establish Direct Labor hourly rates fixed for the first contract year and set a maximum escalation increase for future contract years, per year, in accordance with union labor agreements. 4. Establish a list of planned full-time positions with Direct Labor Rate bands. 5. Establish fixed indirect rates for each of the agencies, following provisional indirect rates as established and accepted by Metro for use in each agency's monthly invoices, subject to retroactive adjustments upon completion of audits. This rate should be the only applied rate to the base direct labor rates for the contract for each position, calculating the fully burden rate or rates for said position.	During the Solicitation phase for new Transit Law Enforcement Services
5	Execute a contract modification if it is determined that LBPD sworn personnel will be assigned to the contract on a full-time basis.	SS&LE	Agree	Metro SS&LE staff will work with Metro V/CM to issue an administrative modification identifying the number of sworn full-time positions Metro allowed LBPD to be assigned to the contract.	12/2021

Schedule of Recommendations and Proposed Actions for FY20 Performance Audit

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
6	Determine for LBPd, if the billing of full-time personnel should be retroactive back to year two of the contract.	SS&LE	Agree	Due to the unknowns of what may have transpired between former LBPd leadership and Chief of System Security and Law Enforcement Services, the current Metro SS&LE staff determined not to retroactive back to year two of the contract for billings of full-time personnel. However, the current Metro SS&LE Staff and LBPd, on 05/2021 agreed to only keeping ten (10) full-time field positions and twelve (12) overtime field positions for the remaining contract period of performance, and requested the removal of four (4) full-time positions hired without Metro's pre-approval in 01/2021 & 02/2021.	05/2021
7	Review LBPd past invoices to determine if overbillings still exist with the use of the correct supporting documentation.	SS&LE	Agree	Metro SS&LE staff has completed its review of Year 1-3 of LBPd invoices with the use of the correct supporting documentation and determine that a credit of \$27,613.08 was owed back to Metro, this amount has been credited back to Metro in the June 2021 LBPd invoice. Metro SS&LE will work with LBPd to complete the review of Year 4.	06/2021 & 12/2021
8	Review all LAPD invoices for FY20 to determine if there are other incidents where the personnel hourly billing rate exceeds the approved maximum fully burdened hourly rate for the job classification.	SS&LE	Agree	Metro SS&LE staff will work with LAPD to review all monthly FY2020 billings.	12/2021
9	Request a refund of \$3,170.52 and any additional overbillings identified from LAPD.	SS&LE	Agree	Metro SS&LE staff will shared with LAPD the auditor's finding and request that LAPD provide a credit as appropriate, if they find this to be true.	12/2021
10	For future contracts, work with each contractor to include language in their respective contracts that more thoroughly and clearly define how services will be billed and what costs will be allowed and/or disallowed.	SS&LE	Agree	See responses to items no. 2,3 & 4.	During the Solicitation phase for new Transit Law Enforcement Services
11	Continue to work on strengthening controls in the area of monitoring and oversight by addressing the deficiencies cited in areas such as Community Policing and Key Performance Indicators.	SS&LE	Agree	Metro SS&LE staff has received all three law enforcement partners' Community Policing Plans and will begin to develop and incorporate a Metro Community Plan. Metro SS&LE staff continues to review KPIs in efforts to establish target performance levels for each agency.	10/2021
12	Complete and finalize the Compliance Audit Procedures Manual.	SS&LE	Agree	Metro SS&LE staff will work on completing and finalizing the Compliance Audit Procedures Manual (aka SOP).	12/2021
13	Review on a periodic basis the qualifications of a sample of officers from each of the law enforcement agencies to determine that contract requirements are being adhered to.	SS&LE	Agree	Metro SS&LE staff will submit notification to all three agencies requesting qualifications of a sample of officers quarterly to determine that personnel performing contract work is adhering to the personnel contract requirements.	10/2021
14	For required training, consider developing and requiring officers to take refresher courses after working on the contract for two or more years.	SS&LE	Agree	As a first step Metro SS&LE staff will notify the agencies of the refresher course established by Metro's SS&LE, EM group and request that it be completed within the next 3 months. Secondly, will work with Metro V/CM to ensure appropriate refresher training courses and/or language is included in the contract via an administrative modification, if appropriate.	12/2021

Schedule of Recommendations and Proposed Actions for FY20 Performance Audit

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
15	For required reporting, review with input from the law enforcement agencies, the reports and information currently required to determine if changes are necessary. As part of this review determine if different or additional information would be more beneficial.	SS&LE	Agree	Information currently being requested from law enforcement agencies is consistent with metrics listed under the KPIs. Metro SS&LE will continue to evaluate the reported information to ensure it is sufficient to measure and assess the performance of our law enforcement partners as it pertains to the contract terms.	09/2021
16	With input from the three law enforcement agencies, develop baseline performance levels (targets and goals) for key performance indicators.	SS&LE	Agree	Metro SS&LE staff continues to review KPIs in efforts to establish target performance levels for each agency.	10/2021
17	Develop and update annually a written agency-wide Community Policing Plan.	SS&LE	Agree	Metro SS&LE staff has received all three law enforcement partners' Community Policing Plans and will begin to develop and incorporate a Metro Community Plan.	10/2021
18	Determine if the Metro issued MPV smartphones provide reliable and meaningful information on the amount of time officers spend on various parts of the Metro System.	SS&LE	Agree	Although, Metro SS&LE staff used an alternative feature from the MPV application, called Mobile Device Manager (MDM) system and compared the data with the submitted law enforcement weekly schedules to validate which officers logged into the MPV application, at what time, and at which point they logged off, it was determined that Metro's TAP reports provide much reliable information of time officers spend on various parts of the Metro System given that they must physically tap their issued Metro badge when boarding buses and entering platforms during their shifts. With the MPV application an officer may log on or off from any location without knowing if they are on board a bus or while patrolling underground rail stations.	02/2021
19	Perform further study and evaluation of TAP reports to determine whether it is the most effective approach to monitoring and overseeing contracted law enforcement resources.	SS&LE	Agree	Metro SS&LE staff continues reviewing a sample size from each month to verify that all field Officers/Deputies on duty are tapping their Metro issued badge at all TAP machines while on patrol boarding Metro buses and entering rail stations/corridors in efforts to maintaining high visibility and accountability of our contracted law enforcement services. Metro SS&LE staff shares the discoveries with the law enforcement contractors while also requesting supporting information. Supporting information may include, but is not limited to, CCTV footage or Daily Field Activity Reports (DFARs).	04/2021 & On-Going
20	Include in future contracts the requirement of wearing body cameras by all contracted law enforcement personnel when policing the Metro System.	SS&LE	Agree	Metro SS&LE staff will work with Metro V/CM to ensure appropriate Body Worn Camera language is included in future contracts.	During the Solicitation phase for new Transit Law Enforcement Services
21	Establish with the three contracted law enforcement agencies procedures for accessing video footage from body cameras when necessary, including for compliance, auditing, and investigative reasons.	SS&LE	Agree	As a first step to establish procedures for accessing video footage from body cameras, the Metro SS&LE staff will submit a notice to the LBPD, LAPD & LASD, asking each agency to reply to the outlined OIG recommendation listing their policies and best practices for Metro's SS&LE staff to access video footage from body cameras. Each agency is to reply by 10/2021.	10/2021

Schedule of Recommendations and Proposed Actions for FY20 Performance Audit

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
LAPD should:					
22	Ensure that each personnel's hourly billing rate does not exceed the approved maximum fully burdened hourly rate for that job classification.	SS&LE	Agree	As a first step, the Metro SS&LE staff will submit a notice to the LAPD, outlined the OIG recommendation listed and ask to reply listing their efforts and best practices to ensure that each personnel's hourly billing rate does not exceed the approved maximum fully burdened hourly rate for that job classification.	10/2021
23	Develop procedures to help ensure that even during departmental wide mobilizations and/or special deployments that only those officers who meet contract requirements are placed on the Metro contract.	SS&LE	Agree	As a first step, the Metro SS&LE staff will submit a notice to the LAPD, asking to reply to the outlined OIG recommendation listing their policies and best practices for departmental wide mobilizations and/or special deployments for Metro's SS&LE staff to evaluate and perhaps administratively modify the contract, if appropriate.	10/2021
24	Include in the Annual Community Policing Plan a description of the specific training provided to its officers in the area of Problem Oriented Policing.	SS&LE	Agree	As a first step, the Metro SS&LE staff will submit a notice to the LAPD, outlined the OIG recommendation listed and ask to reply with a revised annual community policing plan listing and describing specific training in the area of Problem Oriented Policing, if any.	10/2021
LASD should:					
25	Assign personnel to the Metro contract only after they are Post Certified and have met all contract requirements.	SS&LE	Agree	Metro SS&LE staff will submit a notice to the LASD, outlined the OIG recommendation listed and ask to reply with their policies and best practices to ensure that only personnel assigned to the Metro contract are Post Certified and meet all contract requirements.	10/2021
26	Include in its annual Community Policing Plan a description of the specific training provided to its officers in the area of Problem Oriented Policing.	SS&LE	Agree	As a first step, the Metro SS&LE staff will submit a notice to the LASD, outlined the OIG recommendation listed and ask to reply with a revised annual community policing plan listing and describing specific training in the area of Problem Oriented Policing, if any.	10/2021
LBPD should:					
27	Ensure that the correct supporting documentation is used when preparing and submitting invoices.	SS&LE	Agree	LBPD invoice submittals have been and continue to include correct supporting documentation.	05/2021
28	Assign only those officers to the contract who have 18 months of law enforcement experience and have met all other contract requirements related to personnel and training.	SS&LE	Agree	Metro SS&LE staff will submit a notice to the LBPD, outlined the OIG recommendation listed and ask to reply with their policies and best practices to ensure that only personnel assigned to the Metro contract have 18 months of law enforcement experience and have met all other contract requirements related to personnel and training.	10/2021
29	Monitor and restrict spending the contract budget into equal percentages of the contract amount divided by the number of years of a multi-year contract (e.g. 1/5 per year of a five-year budget) unless a different program of funding is approved by the Office of the Chief Executive Officer.	SS&LE	Agree	Metro SS&LE staff and LBPD have been working together in efforts to monitoring the contract budget.	05/2021

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
1 a)	The Metro SSLE Department should significantly strengthen ongoing monitoring and oversight of compliance with the terms of the law enforcement services contracts.	SSLE	Agree	Metro SSLE staff (Director and Transportation Planner) has increased the sample deployment audit from 10% to 50%, requested the law enforcement contractors to submit a draft billing to the SSLE Dept. first for review and approval prior to submitting final billings to Metro A/P Dept., developed and includes with the billings a Summary identifying total billings received to date, remaining contract budget and a signature approving the current billing. These added steps have already helped staff identify discrepancies, allowing staff to dispute the billing and request corrections/clarifications prior to the SSLE Dept.'s final approval.	9/2020
1 b)	The Metro SSLE Department should review billings and payments for all twelve months of FY 2019 since this audit focused on only two months.	SSLE	Agree	Metro SSLE (Director and Transportation Planner) staff completed all monthly FY18 & FY19 billing review: LBPD (6/30/2021); LAPD (on-going) & LASD (N/A).	6/2021 & On-Going
1 c)	The Metro SSLE Department should formally amend the terms of the contracts if needed.	SSLE	Agree	The SSLE Dept. has formally amended the terms for: LBPD (5/2020); LASD (9/2020) & LAPD (on-going).	5/2020 & 9/2020
2	The Metro SSLE Department should develop an effective approach to monitoring and overseeing contracted law enforcement resources to ensure the resources Metro is paying for are	SSLE	Agree	Although, subsequent testing of the Mobile Phone Validator (MPV) dashboard showed uneven to subpar results, on Sept. 2020 SSLE Staff used an alternative feature from the MPVs Mobile Device Manager (MDM) system and compared the data with the submitted law enforcement weekly schedules. The intent of this exercise was	5/2020 & 9/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	actually present and providing services. This should be accomplished using the smartphones issued to contract law enforcement personnel and an app that uses these smartphones' location based services capabilities and a policy defining and requiring the use of the smartphones.			to validate which officers logged into the MPV application, at what time, and at which point they logged off.	
3	The Metro SSLE Department should work with contract and other law enforcement agencies to improve the complete and accurate reporting of crime that occurs on the Metro System.	SSLE	Disagree	Calls handled by other agencies are reported (presumably by these agencies) by location and time. Metro SSLE staff will start discussions with Law Enforcement partners to plan on developing MOAs to improve the reporting of crimes that occur on the Metro System.	9/2020
4	The Metro SSLE Department should provide more detailed information on reported crime to distinguish between violent crime and property and petty crime.	SSLE	Disagree	Aggregate crime is reported to the Metro Board and the public in SSLE monthly reports. Starting 09/2020, Metro SSLE staff will include in the Board Report two (2) graphs representing Violent Crimes and Property Crimes.	9/2020
5	The Metro SSLE Department should collect and report response time information for all three categories of calls for service.	SSLE	Disagree	Response times for emergency calls is reported to the Metro Board and the public in SSLE monthly reports. Starting 09/2020, Metro SSLE staff will include in the Board Report all three (3) categories of calls.	9/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
6	The Metro SSLE Department should use the Metro issued smartphones' location-based services capability and data generated to provide reliable and meaningful information on the amount of time contracted law enforcement officers spend on various parts of the Metro System.	SSLE	Agree	In additional to the Proposed Action referenced to No. 2, above.SSLE staff on 03/2021 began a "TAP Technical Review" using Metro's TAP reports and compared the data with the submitted law enforcement daily deployment schedules observing the adherence to ride Metro buses and trains, and patrol bus and rail stations/corridors at contracted locations. This requires all Officers and Deputies on duty to TAP their issued Metro Badge at all TAP machines when boarding buses, riding trains, and accessing rail stations/corridors.	5/2020 & 9/2020 & 3/2021
7	The Metro SSLE Department should work with the contract law enforcement agencies to review, revise, and adopt Key Performance Indicators (KPI) including baseline or target levels of performance for each KPI.	SSLE	Agree	Metro SSLE staff agrees with BCA's finding and has evaluated the six key performance indicators (crimes reported in accordance with Uniform Crime Reporting guidelines, average emergency response times, percentage of time spent on the system, ration of staffing levels vs vacant assignments, ratio of proactive vs dispatched activity, and number of grade crossing operations) and found them to be meaningful and reasonable. Metro SSLE staff will continue to review KPI's monthly and revise, if necessary.	5/2020
8	The Metro SSLE Department should establish the Metro Community Policing plan and ensure it includes: a) Specific training in Problem Oriented Policing for law enforcement personnel to assist Metro in addressing matters related to crime and	SSLE	Agree	Metro SSLE staff has received all three law enforcement partners' Community Policing Plan during the months of January and February 2020, respectively. As a first step to establish the Metro Community Policing Plan, the SSLE staff completed their review and submitted a notice to the LBPd, LAPD and LASD, dated April 21, 2020, asking each department to reply to the outlined OIG Equity Platform recommendations listed above with their policies and best practices, for the SSLE staff to	5/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	disorder.b) Attendance at community meetings and other events designed to foster Metro's relationship with the community.c) Protocols to obtain feedback from bus and rail managers that will be used in the overall policing strategy.			incorporate into Metro's Community Plan. Each agency is to reply May 22, 2020.	
9	Metro's SSLE Department should continue monitoring the contract requirements for qualifications and training of personnel to ensure compliance.	SSLE	Disagree	LAPD is in compliance because Lieutenants are not considered command officers.	9/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
10 A.	LAPD should inform Metro of the amount expected to exceed the estimated cost specified in the contract for each year before incurring the costs.	SSLE	Agree	<p>The LAPD would not know the amounts expected to exceed the estimated costs in the contract, because Metro may request that LAPD deploy additional resources in the event of increased threat levels, special events, the need for increased crime suppression, or other exigent circumstances necessitating the deployment of additional LAPD resources above and beyond the budgeted personnel, when such resources are deployed at the request of Metro, Metro agrees to reimburse LAPD for the cost of all additional resources deployed. Furthermore, Metro SSLE staff authorized the LAPD to adjust the base contract by: (Note: a portion of these adjustments are included in the efforts to formally amend the terms of the contract. Per 1c Recommendation, above.)</p> <ul style="list-style-type: none"> * Augment the “Billing and Inspection Unit”. * Increase Crime Analyst Personnel. * Reclassify the Sick/IOD/Subpoena Control Coordinator from Police Officer III to Management Analyst. * Convert HOPE Detail from overtime position to full-time positions. * Convert Bomb/K9 Unit from as needed to full-time positions; and * Enhance “Watch 3” staffing (overtime coverage). * Increase training budget for additional law enforcement personnel. 	5/15/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
				<ul style="list-style-type: none"> * Increase “Reserve Overtime” for new positions. * Include “Premium Holiday Pay” in accordance with the respective labor agreements. * Include provisions for community outreach activities; and * Increase budget for office supplies. <p>These adjustments were anticipated to increase the contract price by \$35.3M over four years (Letter dated May 2, 2018) . Additional, since October 2017, SSLE staff has authorized additional resources above and beyond the budgeted personnel, in accordance with the contract section 7.0 Billing. Thus, the total amount billed and paid for FY 2019 exceeded the estimated cost in the contract for Year 2. NOTE: SSLE staff worked on a Board Box with the anticipation to present to the CEO in June 2020.</p>	
10 B.	Metro’s SSLE Department should continue monitoring LAPD’s billings, payments and contract amount to ensure that costs do not exceed the annual estimated contract amount.	SSLE	Agree		
10 C.	Metro’s SSLE Department should determine if it will be necessary to seek contract award adjustment approval from the Board if at Year 5, they have not	SSLE	Agree		

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	recovered excess expenditures.				
11	<p>A. As required by the contract, LAPD should submit the list of maximum fully burdened hourly rates for all labor classifications in accordance with the contract requirements. For any additional labor classifications not identified in the lists of maximum fully burdened hourly rate for full time (straight time) personnel and overtime personnel, LAPD should submit the revised lists to Metro for approval prior to incurring and billing the cost.</p> <p>B. Metro's SSLE Department should continue to monitor LAPD's billings to ensure only the approved labor classifications are billed and included in Metro's list of maximum fully burdened hourly rates</p>	SSLE	Agree	<p>In efforts to continue reviewing LAPD's billings to ensure that only actual hours worked are billed in compliance with the contract, the new Metro SSLE staff (Director and Transportation Planner) increased the sample deployment audit from 10% to 50%.</p> <p>The auditing process of the billings entails two distinct processes. First, a 100% financial audit, whereby the billing datasheet is evaluated to ensure that billed rates are in compliance with agreed upon figures. Second, a deployment audit, where documentation regarding field personnel is evaluated in the form of a sample audit. The sample size is 50% of the deployment period, the sample dates vary by month. The documents examined are 1) Financial Invoice (Billing Summary); 2) Payroll figures to confirm compliance with the Maximum Fully Burdened Hourly Rate; 3) TSB Overhead, Overtime, and Admin Summaries to confirm staffing and deployment levels; and 4) Daily Morning and Activity Reports (Form ICS214).</p> <p>*SSLE staff also requested LAPD to submit written clarification and explicit list of all full-time personnel authorized to performed overtime with a column listing overtime figures in the fully-</p>	7/2020, 9/2020 & 2/2021

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	for full time (straight time) personnel and overtime personnel. Metro should also review the billing rates for all invoices to determine the extent of overbillings.			burden rate list, previously approve and authorized to bill under the contract's "Overtime Reserve" budget (RECEIVED Letter July 24,2020). *SSLE staff informed LAPD on May 12, 2020 that Metro will need to adjust the CAP rate accordingly and may result in a decrease in payment starting with Invoice #20MTADP02 and all invoices received thereafter. Per letter dated 7/24/2020, the LAPD will also review current billing methods and meet with Metro staff to discuss how the Compensation Time Off (CTO) would be best applicable to salaries in accordance with City Controller Memo 18-012. Resolved 2/2021.	
12	Metro should review LAPD's billings and ensure that only actual hours worked are billed in compliance with the contract.	SSLE	Agree		
13	a) LAPD should return the overbilled and overpaid amount of \$789.88 to Metro. b) Metro's SSLE Department should continue monitoring LAPD's billings to identify and resolve billing discrepancies. c) Metro's SSLE Department should work with LAPD to review all	SSLE	Disagree	A. Metro SSLE staff agrees and has asked LAPD to include all MOUs, identify, and list all allowable rates (i.e. flat-rate holiday) in the next fully-burden rate list for Metro's review and approval prior to submitting invoices. Staff also requested and received from LAPD a revised list of class codes and positions, previously approved by Metro, clarifying all positions approved to bill regular time and overtime. The amount of \$789.88 paid is consistent with LAPD's MOU and approved by Metro. B. Staff	9/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	invoices for FY 2019 for billings exceeding the allowable rates by classification			continues to monitor LAPD's billings. On May 12, 2020 Metro informed LAPD that CAP 39 will need to be adjusted accordingly resulting in decreased payments starting with Invoice #20MTADP02 and all invoices received thereafter, until a resolution is reached. Per letter dated 7/24/2020, the LAPD will also review current billing methods and meet with Metro staff to discuss how the Compensation Time Off (CTO) would be best applicable to salaries in accordance with City Controller Memo 18-012. LAPD anticipate to resolve by 10/2020. C. With the new Metro SSLE (Director and Transportation Planner) staff in place we are working on reviewing all monthly FY2019 billings previously received and paid.	

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
13	.			<p>A. Metro SSLE staff agrees and has asked LAPD to include all MOUs, identify, and list all allowable rates (i.e. flat-rate holiday) in the next fully-burden rate list for Metro's review and approval prior to submitting invoices. Staff also requested and received from LAPD a revised list of class codes and positions, previously approved by Metro, clarifying all positions approved to bill regular time and overtime. The amount of \$789.88 paid is consistent with LAPD's MOU and approved by Metro. B. Staff continues to monitor LAPD's billings. On May 12, 2020 Metro informed LAPD that CAP 39 will need to be adjusted accordingly resulting in decreased payments starting with Invoice #20MTADP02 and all invoices received thereafter, until a resolution is reached. Per letter dated 7/24/2020, the LAPD will also review current billing methods and meet with Metro staff to discuss how the Compensation Time Off (CTO) would be best applicable to salaries in accordance with City Controller Memo 18-012. LAPD anticipate to resolve by 10/2020. C. With the new Metro SSLE (Director and Transportation Planner) staff in place we are working on reviewing all monthly FY2019 billings previously received and paid.</p>	9/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
14	Metro's SSLE Department should monitor LAPD's submission of reports to ensure all the required reports are submitted in a timely manner and with complete information to allow Metro to determine the calculation of the reported figures.	SSLE	Agree	Metro SSLE staff has requested Daily Deployment sheets to be submitted weekly, effective DP02, 2020, these sheets will include each scheduled watch with employee's name, hours worked, and assignment (LAPD started submitting sheets 8/10/2020). The Daily summary of work activity for each employee is available upon Metro's request, this is not required by Metro to be submitted daily. However, the LAPD does submit to Metro a "TSB Morning Report" daily, indicating a daily summary of employees on the Metro system which also identifies any significant incidents. The SSLE staff also determined that monthly summary submittals of Problem-Oriented Policing projects were not required. This element is sufficiently met by routine problem-solving planning meetings such as the weekly executive law enforcement meeting.	5/2020
15 A.	LASD should inform Metro of the amount expected to exceed the estimated cost specified in the contract for each year before incurring the costs.	SSLE	Disagree	Metro SSLE staff agrees, in this particular case it was a timing variance between when the payments were made versus when the service was performed. SSLE staff is trying to accrue for future costs to ensure expenses are credited to the appropriate Fiscal Year. It is also important to note that Metro may request that LASD deploy additional resources above and beyond the budgeted personnel, when such resources are deployed at the request of Metro, Metro agrees to reimburse LASD causing the agreed estimated costs to exceed.	9/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
15 B.	Metro's SSLE Department should continue monitoring LASD's billings, payments and contract amount to ensure that costs do not exceed the annual estimated contract amount.	SSLE	Disagree	<p>Metro SSLE staff (Director and Transportation Planner) increased the sample deployment audit from 10% to 50%.</p> <p>The auditing process of the billings entails two distinct processes. First, a 100% financial audit, whereby the billing datasheet is evaluated to ensure that billed rates are in compliance with agreed upon figures. Second, a deployment audit, where documentation regarding field personnel is evaluated in the form of a sample audit. The sample size is 50% of the deployment period, the sample dates vary by month. The documents examined are 1) Financial Invoice; 2) SH-AD 575; 3) RAPS 500E; and 4) In-Services. Additionally, Metro SSLE staff also requested the LASD to submit a draft billing to the SSLE Dept. first for review and approval prior to submitting final billing to Metro A/P Dept. With this added step, staff will include with the billings a Summary identifying billings received to date, remaining contract budget and a signature approving the current billing. These added steps have already helped staff identify a \$14,341.99 credit discrepancy that should be issued to Metro, allowing staff to dispute the billing and request LASD to make the necessary corrections prior to submitting to Metro A/P and later having to request the credit.</p>	9/2020
16	Metro's SSLE Department should work with LASD to resolve any issues regarding the required reports. Also,	SSLE	Agree	Metro SSLE staff will follow-up with LASD to provide clarification with reporting the number of cases referred for follow-up investigation and/or the subsequent dispositions.	5/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	Metro should continue monitoring LASD's submission of reports to ensure all the required reports are submitted in a timely manner and with complete information to allow Metro to determine the calculation of the reported figures.				
17	A. LBPD should inform Metro of the amount expected to exceed the estimated cost specified in the contract for each year before incurring the costs.. B. Metro's SSLE Department should continue monitoring LBPD's billings, payments, and contract amount to ensure that costs do not exceed the contract amount.	SSLE	Agree	In October 2018, the LBPD provided SSLE staff with an expected cost expansion impacting years 2 to 5 of the contract budget. On December 2018, the Metro authorized the expansion to adjust the base contract by adding three full-time Metro Quality of Life officers to provide homeless outreach along the Blue Line. This will result in an increase to the contract price by \$3.2M over years 2 to 5 of the five-year firm-fixed unit rate contract, a net increase from \$30,074,628 to \$33,274,628. Thus, the total amount billed and paid for FY 2019 exceeded the estimated cost in the contract for Year 2.	5/2020
18	A. LBPD should submit the daily summary of assignments for all hours worked and payroll records with the invoices to support the actual hours worked and paid. B. Metro's SSLE Department should continue monitoring LBPD's billings to ensure all the required supporting documents	SSLE	Agree	On April 30, 2020, SSLE staff requested LBPD to submit the following documents in support of invoices submitted to Metro for reimbursement on April 28, 2019 for services provided from October 2019 to March 2020. Metro Systems Security & Law Enforcement team is requiring these documents to continue the review/audit process of the LBPD invoices. <input type="checkbox"/> Work Hour Detail Report in excel format for each Invoice. <input type="checkbox"/> Documentation supporting the	5/2020

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	were submitted with the invoices.			"Monthly Actuals" for each Invoice. <input type="checkbox"/> Daily Summary of Assignments, Operations Staffing Overtime Reports and Overtime Reports for the following dates: Oct. 2019 Billing - 1st to 16th Nov. 2019 Billing - 15th to 30th Dec. 2019 Billing - 1st to 16th Jan. 2020 Billing - 15th to 31st Feb. 2020 Billing - 1st - 15th Mar. 2020 Billing - 15th to 31st	
19 A.	LBPD should return to Metro the overbilled and overpaid amount of \$29,313.65.	SSLE	Agree	Metro SSLE staff and LBPD are working together to review all FY2019 billings to identify any other overbillings. Metro SSLE shared with LBPD the auditor's finding and how the \$29K was determined on 6/3/2020. We requested that LBPD provide a credit as appropriate, if they find this to be true. SSLE staff also requested LBPD to go back and review all FY2019 invoices and provide Metro with a credit of any over billed items.	6/2021
19 B.	Metro should review the billing rates for all FY2019 invoices to determine the extent of overbilling for all of FY2019.	SSLE	Agree		
19 C.	Metro's SSLE Department should continue to monitor LBPD's billings to ensure only the approved labor classifications are billed and included in the list of maximum fully burdened hourly rates	SSLE	Agree		

Schedule of FY19 Prior Audit Recommendations and Proposed Actions

No.	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
20	Metro's SSLE Department should review the billing methodology specified in the contract for equipment cost and determine whether the contract should be amended to use the LBPD method.	SSLE	Agree	Metro's Contract Administrator reviewed LBPD billing methodology and issued administrative modification No.2.	5/2020
21	Metro's SSLE Department should monitor LBPD's submission of reports to ensure all the required reports are submitted in a timely manner and with complete information to allow Metro to determine the calculation of the reported figures.	SSLE	Agree	Metro SSLE staff requested LBPD to submit weekly or daily schedules for each watch that includes each employee's name, hours worked, and assignment effective immediately, and to submit records beginning May 1, 2020. Additionally, SSLE staff will request clarification with respect to after-action reports and not being able to provide because of on-going litigations.	5/2020
22	Metro's SSLE Department should complete efforts to develop key performance indicators for Metro Security	SSLE	Agree	Metro SSLE staff is currently working on developing the Metro Transit Security KPIs with an anticipated date of completion of August 1, 2020.	On-Going

FY20 LAPD List of Special Events

Invoice #	Invoice Description	Invoice Amount
19MTASPEC121	4th of July Grand Park Special Event Deployment on July 4, 2019	\$12,098.83
19MTASPEC113	LAFC vs Vancouver Whitecaps, Special Event Deployment on July 6, 2019	\$13,054.58
20MTASPEC06	LAFC v Atlanta United Enhanced Deployment for 2019 DP07 – (July 26, 2019)	\$14,577.73
20MTASPEC07	LAFC v Portland Timbers Enhanced Deployment for 2019 DP07 – (July 10, 2019)	\$6,660.13
20MTASPEC11	Mumford and Sons Concert Enhanced Deployment for 2019 DP07 - (August 3, 2019)	\$6,002.01
20MTASPEC20	Chargers vs Seahawks Enhanced Deployment August 24, 2019	\$2,386.64
20MTASPEC21	20MTASPEC21 LAFC vs LA Galaxy Enhanced Deployment August 25, 2019	\$14,602.59
20MTASPEC22	LAFC vs New York Red Bulls August 11, 2019	\$15,582.12
20MTASPEC23	Rams vs Broncos Enhanced Deployment August 24, 2019	\$18,649.89
20MTASPEC24	USC vs Fresno State Enhanced Deployment August 31, 2019	\$21,491.98
20MTASPEC33	USC vs. Stanford Enhanced Deployment for 2019 DP09 (September 7, 2019)	\$21,698.71
20MTASPEC34	LAFC vs. TORONTO Enhanced Deployment for 2019 DP09 (September 21, 2019)	\$14,511.19
20MTASPEC35	Zedd Concert Enhanced Deployment for 2019 DP09 (September 7, 2019)	\$1,690.42
20MTASPEC36	Chargers vs. Colts Enhanced Deployment for 2019 DP09 (September 8, 2019)	\$2,283.04
20MTASPEC37	Iron Maiden Concert Enhanced Deployment for 2019 DP09 (September 14, 2019)	\$11,990.89
20MTASPEC38	Brazil vs. Peru Enhanced Deployment for 2019 DP09 (September 10, 2019)	\$9,687.25
20MTASPEC39	Argentina vs. Chile Enhanced Deployment for 2019 DP09 (September 5, 2019)	\$11,270.64
20MTASPEC40	LAFC vs. Minnesota Enhanced Deployment for 2019 DP09 (September 1, 2019)	\$13,007.19
20MTASPEC43	RAMS VS SAINTS Enhanced Deployment for 2019 DP09 (September 15, 2019)	\$26,012.41

FY20 LAPD List of Special Events

Invoice #	Invoice Description	Invoice Amount
20MTASPEC44	DC BATMAN RUN Enhanced Deployment for 2019 DP09 (September 21, 2019)	\$1,720.38
20MTASPEC45	USC vs. UTAH Enhanced Deployment for 2019 DP09 (September 20, 2019)	\$27,022.98
20MTASPEC46	Chargers vs. Houston Texas Enhanced Deployment for 2019 DP09 (September 22, 2019)	\$2,199.07
20MTASPEC47	Civic Center Enhanced Deployment for 2019 DP09 (September 22, 2019)	\$4,544.91
20MTASPEC48	LAFC vs. HOUSTON DYNAMO Enhanced Deployment for 2019 DP09 (September 25, 2019)	\$6,382.26
20MTASPEC58	LAFC vs Colorado Rapids Enhanced Deployment October 6, 2019 for 2019 DP10	\$15,473.86
20MTASPEC59	USC vs Arizona Enhanced Deployment October 19, 2019	\$23,853.50
20MTASPEC60	Chargers vs Broncos Enhanced Deployment October 6, 2019	\$1,607.68
20MTASPEC61	Chargers vs Steelers Enhanced Deployment October 13, 2019	\$3,083.64
20MTASPEC62	Rams vs Buccaneers Enhanced Deployment September 29, 2019	\$25,352.29
20MTASPEC63	LA Rams vs San Francisco 49ERS Enhanced Deployment October 13, 2019	\$28,262.65
20MTASPEC64	Dodgers vs Washington (Dodger Playoffs) October 3, 2019	\$3,293.09
20MTASPEC65	Dodgers vs Washington (Dodger Playoffs) October 4, 2019	\$2,826.23
20MTASPEC66	Dodgers vs Washington (Dodger Playoffs) October 9, 2019	\$3,078.98
20MTASPEC67	LAFC VS Galaxy Enhanced Deployment October 24, 2019	\$14,360.32
20MTASPEC68	MTA Rufus Concert (October 5, 2019)	\$1,405.67
20MTASPEC77	USC vs Oregon Enhanced Deployment for 2019 DP11 (November 2, 2019)	\$28,149.66
20MTASPEC78	LA RAMS vs Chicago Bears Enhanced Deployment for 2019 DP11 (November 17, 2019)	\$28,434.64
20MTASPEC79	LAFC vs Seattle Enhanced Deployment for 2019 DP11 (October 29, 2019)	\$15,209.97
20MTASPEC80	USC vs UCLA Enhanced Deployment for 2019 DP11 (November 23, 2019)	\$27,601.28

FY20 LAPD List of Special Events

Invoice #	Invoice Description	Invoice Amount
20MTASPEC81	Day of The Dead Enhanced Deployment for 2019 DP11 (November 3, 2019)	\$1,591.52
20MTASPEC82	Blue Open Enhanced Deployment for 2019 DP11 (November 2, 2019)	\$12,712.56
20MTASPEC83	John Legend Concert Enhanced Deployment for 2019 DP11 (November 19, 2019)	\$14,348.36
20MTASPEC84	Adult Swim Festival Enhanced Deployment for 2019 DP11 (November 16-17, 2019)	\$15,533.60
20MTASPEC85	Chargers vs Packers Enhanced Deployment for 2019 DP11 (November 3, 2019)	\$4,769.70
20MTASPEC93	Chargers vs Packers Enhanced Deployment for 2019 DP11 (November 3, 2019)	\$26,648.14
20MTASPEC94	Rams vs Seahawks Special Events Deployment for 2019 DP12 (December 8, 2019)	\$27,510.55
20MTASPEC95	Chargers vs Vikings Special Events Deployment for 2019 DP12 (December 15, 2019)	\$1,536.68
20MTASPEC96	Rolling Loud Concert Special Events Deployment for 2019 DP12 (December 15, 2019)	\$27,979.59
20MTASPEC104	Chargers vs Oakland Enhanced Deployment for 2019 DP13 (December 22, 2019)	\$863.98
20MTASPEC105	Rams vs Cardinals Enhanced Deployment for 2019 DP13 (December 29, 2019)	\$25,707.98
20MTASPEC106	Civic Center Enhanced Deployment for 2019 DP13 (December 31, 2019)	\$4,605.85
20MTASPEC107	Inclement Weather Enhanced Deployment for 2019 DP13 (January 1-2, 6 & 9, 15th & 16th, 2020)	\$40,095.09
20MTASPEC108	Women's March Enhanced Deployment for 2019 DP13 (January 18, 2020)	\$33,704.52
20MTASPEC116	Club Atletico Penarol Special Event Deployment for 2020 DP01 January 25, 2020	\$11,478.57
20MTASPEC124	LAFC vs CLUB LEON Special Event Deployment for 2020 DP02 on February 27, 2020	\$14,222.75
20MTASPEC125	LAFC vs Inter Miami FC Special Event Deployment for 2020 DP02 on March 1, 2020	\$15,131.22
20MTASPEC126	LAFC vs Philadelphia Special Event Deployment	\$14,398.14
LAPD FY20 – Special Events Total		\$793,960.10

FY20 LAPD List of Enhanced Deployments

Invoice #	Invoice Description	Invoice Amount
19MTASPEC110	Westlake/MacArthur Park Enhanced Deployment for 2019 DP06 (June 9, 2019 - July 6, 2019)	\$87,946.78
19MTASPEC111	EXPO Line Enhanced Deployment for 2019 DP06 (June 9, 2019 - July 6, 2019)	\$94,523.55
19MTASPEC112	UNION Station Enhanced Deployment for 2019 DP06 (June 9, 2019 - July 6, 2019)	\$89,634.88
19MTASPEC115	Pershing Square Enhanced Deployment for DP06 (July 1, 2019 - July 6, 2019)	\$19,797.61
19MTASPEC116	Blue Line Closure Traffic (North Segment) Enhanced Deployment for 2019 DP06 (June 9, 2019 - July 6, 2019)	\$455,534.72
19MTASPEC117	Blue Line Closure Fix Post (North Segment) Enhanced Deployment for 2019 DP06 (June 9, 2019 - July 6, 2019)	\$167,975.31
19MTASPEC118	Police Service Representative for Weekly Enhanced Surge Line for 2019 DP06 (June 9, 2019 - July 6, 2019)	\$68,041.30
19MTASPEC119	Red/Purple/EXPO Line Surge Enhanced Deployment for 2019 DP06 (June 9, 2019- July 6, 2019)	\$680,336.41
20MTASPEC01	Westlake/MacArthur Park Enhanced Deployment for 2019 DP07 (July 7, 2019 - August 3, 2019)	\$87,650.39
20MTASPEC02	EXPO Line Enhanced Deployment for 2019 DP07 (July 7, 2019 - August 3, 2019)	\$102,069.51
20MTASPEC03	UNION Station Enhanced Deployment for 2019 DP07 (July 7, 2019 - August 3, 2019)	\$90,220.07
20MTASPEC04	Blue Line Fixed Post Enhanced Deployment for 2019 DP07 (July 7, 2019 - August 3, 2019)	\$183,800.95
20MTASPEC05	Blue Line Traffic Enhanced Deployment for 2019 DP07 (July 7, 2019 - August 3, 2019)	\$354,167.13
20MTASPEC08	Police Service Representative Surge Line Enhanced Deployment for 2019 DP07 (July 7, 2019 - August 3, 2019)	\$69,802.40
20MTASPEC09	Surge Red Line Enhanced Deployment for 2019 DP07 (July 7, 2019 - August 3, 2019)	\$638,571.04
20MTASPEC10	Pershing Square Enhanced Deployment for 2019 DP07 (July 7, 2019 - August 3, 2019)	\$88,551.73

FY20 LAPD List of Enhanced Deployments

Invoice #	Invoice Description	Invoice Amount
20MTASPEC100	Pershing Square Enhanced Deployment for 2019 DP13 (December 22, 2019 - January 18, 2020)	\$92,850.89
20MTASPEC101	Red Line - Surge Enhanced Deployment for 2019 DP13 (December 22, 2019 - January 18, 2020)	\$570,921.17
20MTASPEC102	Police Service Representative Enhanced Deployment for 2019 DP13 (December 22, 2019 - January 18, 2020)	\$76,364.69
20MTASPEC103	Blue Line Closure Fix Post (Traffic) Enhanced Deployment for 2019 DP13 (December 22, 2019 - January 18, 2020)	\$221,868.70
20MTASPEC109	Westlake/MacArthur Park Enhanced Deployment for 2020 DP01 (January 19, 2020 - February 15, 2020)	\$86,707.72
20MTASPEC110	EXPO Line Enhanced Deployment for 2019 DP 13 (December 22, 2019 - January 18, 2020).	\$100,912.28
20MTASPEC111	UNION Station Enhanced Deployment for 2020 DP01 (January 19, 2020 - February 15, 2020)	\$90,240.09
20MTASPEC112	Pershing Square Enhanced Deployment for 2020 DP01 (January 19, 2020 - February 15, 2020)	\$89,020.70
20MTASPEC113	Blue Line Traffic Enhanced Deployment for 2020 DP01 (January 19, 2020 - February 15, 2020)	\$220,097.58
20MTASPEC114	Police Service Representative Enhanced Deployment for 2020 DP01 (January 19, 2020 - February 15, 2020)	\$74,769.01
20MTASPEC115	Redline Surge Enhanced Deployment for 2020 DP01 (January 19, 2020 - February 15, 2020)	\$535,058.94
20MTASPEC117- 123	Enhanced Deployment for 2020 DP02 (February 16, 2020 - March 14, 2020)	\$957,442.90
20MTASPEC12	Westlake/MacArthur Park Enhanced Deployment for 2019 DP08 (August 4, 2019- August 31, 2019)	\$91,235.24
20MTASPEC121	Blue Line Fixed Post/Traffic Enhanced Deployment for 2020 DP02 (February 16, 2020 - March 14, 2020)	\$210,205.23
20MTASPEC128- 133	Enhanced Deployment for 2020 DP03 (March 15, 2020 - April 11, 2020)	\$985,356.87
20MTASPEC13	20MTASPEC13 EXPO Line Enhanced Deployment for 2019 DP08 (August 4, 2019- August 31, 2019)	\$100,496.73

FY20 LAPD List of Enhanced Deployments

Invoice #	Invoice Description	Invoice Amount
20MTASPEC134	Blue Line Closure Traffic (North Segment) Enhanced Deployment for 2020 DP03 (March 15, 2020 - April 11, 2020)	\$41,678.48
20MTASPEC135-140	Enhanced Deployment for 2020 DP04 (APRIL 12, 2020 - MAY 5, 2020)	\$475,574.14
20MTASPEC14	20MTASPEC14 UNION Station Enhanced Deployment for 2019 DP08 (August 4, 2019- August 31, 2019)	\$90,063.22
20MTASPEC141	B Line (RED LINE) Enhanced Deployment for 2020 DP05 (May 10, 2020 - June 6, 2020)	\$107,191.99
20MTASPEC142	B Line (Union, 7th/ Metro and North Hollywood Station) Enhanced Deployment for 2020 DP05 (May 10, 2020 - June 6, 2020)	\$71,743.51
20MTASPEC143	B-Line Enhanced Deployment W2 for 2020 DP06 (June 11, 2020 - June 12, 2020)	\$14,175.06
20MTASPEC144	B-Line Enhanced Deployment W5 for 2020 DP06 (June 11, 2020 - June 12, 2020)	\$12,697.02
20MTASPEC15	Pershing Square Enhanced Deployment for 2019 DP08 (August 4, 2019- August 31, 2019)	\$90,935.69
20MTASPEC16	Blue Line Closure Traffic (North Segment) Enhanced Deployment for 2019 DP08 (August 4, 2019- August 31, 2019)	\$334,619.79
20MTASPEC17	20MTASPEC17 Blue Line Closure Fix Post (North Segment) Enhanced Deployment for 2019 DP08 (August 4, 2019- August 31, 2019)	\$176,121.64
20MTASPEC18	20MTASPEC18 Police Service Representative for Weekly Enhanced Surge Line for 2019 DP08 (August 4, 2019- August 31, 2019)	\$68,878.57
20MTASPEC19	20MTASPEC19 Red Line Surge Enhanced Deployment for 2019 DP08 (August 4, 2019- August 31, 2019)	\$481,578.52
20MTASPEC25	Westlake/MacArthur Park Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$92,629.02
20MTASPEC26	Expo Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$103,362.59
20MTASPEC27	Union Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$93,465.82
20MTASPEC28	Pershing Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$92,043.73

FY20 LAPD List of Enhanced Deployments

Invoice #	Invoice Description	Invoice Amount
20MTASPEC29	Blue Line Traffic Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$342,106.77
20MTASPEC30	Blue Line Fixed Post Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$173,730.91
20MTASPEC31	PSR Surge Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$68,338.08
20MTASPEC32	Red line Surge Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$491,154.68
20MTASPEC41	Westlake/MacArthur Park Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$90,314.11
20MTASPEC42	Blue line copper Surge Enhanced Deployment for 2019 DP09 (September 1, 2019 - September 28, 2019)	\$29,835.93
20MTASPEC49	Westlake/MacArthur Park Enhanced Deployment for 2019 DP10 (September 29, 2019 - October 26, 2019)	\$90,807.53
20MTASPEC50	EXPO Line Enhanced Deployment for 2019 DP10 (September 29, 2019- October 26, 2019)	\$102,725.48
20MTASPEC51	UNION Station Enhanced Deployment for 2019 DP10 (September 29, 2019 - October 26, 2019)	\$90,795.90
20MTASPEC52	Pershing Square Enhanced Deployment for 2019 DP10 (September 29, 2019- October 26, 2019)	\$92,132.00
20MTASPEC53	Blue Line Closure Traffic (North Segment) Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$344,629.99
20MTASPEC54	Blue Line Closure Fix Post (North Segment) Enhanced Deployment for 2019 DP10 (September 29, 2019- October 26, 2019)	\$179,757.37
20MTASPEC55	Police Service Representative for Weekly Enhanced Surge Line for 2019 DPDP10 (September 29, 2019 - October 26, 2019)	\$71,386.96
20MTASPEC56	Red Line Surge Enhanced Deployment for 2019 DP10 (September 29, 2019- October 26, 2019)	\$509,739.82
20MTASPEC57	Blue Line Mobile (Blue Line Copper) Enhanced Deployment for 2019 DP10 (September 29, 2019- October 26, 2019)	\$90,507.18
20MTASPEC69	EXPO Line Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$102,413.87

FY20 LAPD List of Enhanced Deployments

Invoice #	Invoice Description	Invoice Amount
20MTASPEC70	UNION Station Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$91,484.67
20MTASPEC71	Pershing Square Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$90,046.97
20MTASPEC72	Blue Line Closure (Fixed Post) Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$28,086.17
20MTASPEC73	Blue Line Closure - Traffic Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$347,768.25
20MTASPEC74	Blue Line Mobile - Blue Line Copper Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$90,555.52
20MTASPEC75	Red Line - Surge Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$545,069.99
20MTASPEC76	Police Service Representative Enhanced Deployment for 2019 DP11 (October 27, 2019 - November 23, 2019)	\$75,943.61
20MTASPEC86	Westlake/MacArthur Park Enhanced Deployment for 2019 DP12 (November 24, 2019 - December 21, 2019)	\$92,082.01
20MTASPEC87	EXPO Line Enhanced Deployment for 2019 DP12 (November 24, 2019 - December 21, 2019)	\$101,399.83
20MTASPEC88	UNION Station Enhanced Deployment for 2019 DP12 (November 24, 2019 - December 21, 2019)	\$94,450.84
20MTASPEC89	Pershing Square Enhanced Deployment for 2019 DP12 (November 24, 2019 - December 21, 2019)	\$90,497.54
20MTASPEC90	Blue Line Closure - Traffic Enhanced Deployment for 2019 DP12 (November 24, 2019 - December 21, 2019)	\$216,602.64
20MTASPEC91	Police Service Representative Enhanced Deployment for 2019 DP12 (November 24, 2019 - December 21, 2019)	\$74,182.63
20MTASPEC92	Red Line - Surge Enhanced Deployment for 2019 DP12 (November 24, 2019 - December 21, 2019)	\$535,525.75
20MTASPEC97	Westlake/MacArthur Park Enhanced Deployment for 2019 DP13 (December 22, 2019 - January 18, 2020)	\$92,383.94
20MTASPEC98	EXPO Line Enhanced Deployment for 2019 DP 13 (December 22, 2019 - January 18, 2020).	\$102,720.45

FY20 LAPD List of Enhanced Deployments

Invoice #	Invoice Description	Invoice Amount
20MTASPEC99	UNION Station Enhanced Deployment for 2019 DP13 (December 22, 2019 - January 18, 2020)	\$93,216.03
	LAPD FY20 Enhanced Deployments Total	\$15,761,324.74

FY20 LASD List of Special Events/Enhanced Deployments

Month	Description	Invoice Numbers	Amount
July 2019	Blue Line Grade	200252SS	\$112,663.69
August 2019	Blue Line Compton	200576SS	\$264,051.79
	Blue Line Gate Crossing	200577SS	
	Cable Theft Prevention	200578SS	
September 2019	Blue Line Compton	202115SS	\$395,741.99
	Blue Line Gate Crossing	202116SS	
	Cable Theft Prevention	202117SS	
October 2019	Blue Line Compton	201722SS	\$447,285.06
	Blue Line Gate Crossing	201936SS	
	Cable Theft Prevention	202000SS	
November 2019	Blue Line Compton	201934SS	\$181,248.24
	Blue Line Gate Crossing	201935SS	
	Cable Theft Prevention	202001SS	
	Blue Line High	202002SS	
December 2019	Unsheltered Bus	202272SS	\$76,847.34
	Blue Line High	202344SS	
January 2020	Rose Parade Traffic	202696SS	\$95,880.22
	Unsheltered Bus	202697SS	
February 2020	Unsheltered Bus	203061SS	\$68,963.45
March 2020 (*)	LA Marathon Coverage	203282SS	\$64,112.17
	Unsheltered Bus	203385SS	
LASD FY20 – Special Events/Enhanced Deployments Total			\$1,706,794.15

() We found no invoices for special events or enhanced deployments after March 2020 for FY20.*

Letter from Former Management to LAPD on \$35 Million Increase in 2018

**Metro**Los Angeles County
Metropolitan Transportation AuthorityOne Gateway Plaza
Los Angeles, CA 90012-2952213.922.2000 Tel
metro.net

May 2, 2018

22446@lapd.online
Sent via e-mail

Robert Green
Deputy Chief, Transit Services Bureau
Los Angeles Police Department (LAPD)
100 W. 1st Street
Los Angeles, CA 90012

Subject: Contract No. PS5862100LAPD24750 - Adjustments to Transit Law Enforcement Services

Dear Deputy Chief Green:

The Los Angeles County Metropolitan Transportation Authority (LACMTA) approves the following adjustments to Contract No. PS5862100LAPD24750, effective July 1, 2018:

Personnel Adjustments:

- Augment the "Billing and Inspection Unit";
- Increase Crime Analyst personnel;
- Reclassify the Sick/IOD/Subpoena Control Coordinator from Police Officer III to Management Analyst;
- Convert HOPE Detail from overtime positions to full-time positions;
- Convert Bomb/K9 Unit from as needed to full-time positions; and
- Enhance "Watch 3" staffing (overtime coverage).

Other Expenses:

- Increase training budget for additional law enforcement personnel;
- Increase "Reserve Overtime" for new positions;
- Include "Premium Holiday Pay" in accordance with the respective labor agreements;
- Include provision for community outreach activities; and
- Increase budget for office supplies.

These adjustments may result in increasing the Contract Price by \$35.3M over four years. It is anticipated that these estimated changes shall be covered under Contract No. PS5862100LAPD24750. Metro staff shall review contract utilization on an annual basis and shall return to the Metro Board to request for additional contract authority if deemed necessary.

Sincerely,

Alex Z. Wiggins
Chief System Security and Law Enforcement

Letter from Former Management to LBPd on \$3.2 Million Increase in 2018

**Metro**Los Angeles County
Metropolitan Transportation AuthorityOne Gateway Plaza
Los Angeles, CA 90012-2952213.922.2000 Tel
metro.net

December 5, 2018

Robert.Luna@longbeach.gov
Via Certified Mail and E-MailChief Robert Luna
Chief of Police
Long Beach City Police Department
400 W Broadway
Long Beach, CA 90802**Subject:** Contract No. PS5862300LBPd24750 – Adjustments to Transit Law Enforcement
Services:

Dear Chief Luna:

The Los Angeles County Metropolitan Transportation Authority (LACMTA) approves the following
adjustments to Contract No. PS5862300LBPd24750, effective December 5, 2018:**Personnel Adjustments:**

- Add (1) Police Officer (Detective)
- Add (2) Police Officers (Quality of Life)

Other Expenses:

- Purchase (1) vehicle (Interceptor)

These adjustments may result in increasing the Contract Price by about \$3.2M over four years.
It is anticipated that these estimated changes shall be covered under Contract No.
PS5862300LBPd24750. Metro staff shall review contract utilization on an annual basis and
shall return to the Metro Board to request for additional contract authority if deemed necessary.

Sincerely,

Alex Z. Wiggins
Chief, System Security and Law Enforcement

XI. FINAL DISTRIBUTION

Board of Directors

Kathryn Barger
Mike Bonin
James Butts
Jacquelyn Dupont-Walker
Fernando Dutra
Eric Garcetti
Janice Hahn
Paul Krekorian
Sheila Kuehl
Holly Mitchell
Ara Najarian
Hilda Solis
Tim Sandoval
Anthony Tavares

Metro

Chief Executive Officer
Chief of Staff
Board Clerk
Inspector General
Chief System Security and Law Enforcement Officer
Chief Finance Officer
Chief Operations Officer
Chief Vendor/Contract Management Officer
Executive Officer, Administration, Management Audit Services
Manager, Records & Information Management

Review of FY20 Metro Transit Security Services Performance

OIG Report No. 22-AUD-02

Karen Gorman, Inspector General

October 21, 2021



LEGISTAR FILE # 2021-0540

Objectives

The objectives of this audit are to:

- Follow up on the status of prior year's audit recommendations;
- Provide an assessment on the use of contract funds;
- Evaluate transit security service performance provided by the three contractors (LAPD, LASD, LBPD) and Metro's SSLE Department;
- Determine contractor's adherence to contract requirements; and
- Evaluate the effectiveness of SSLE's oversight and monitoring function.

Results & Recommendations

- The three contractors (LAPD, LASD, and LBPD) provided services mostly in accordance with contract requirements. However, we found issues with budget management, billings, personnel and training, and community policing.
- Metro's System Security and Law Enforcement Department (SSLE) has strengthened its monitoring and oversight function. However, improvements are needed such as budget control, community policing and key performance indicators.
- Additional budget controls are needed to ensure deployments and invoices paid stay within the Board approved budget.
- We made 29 recommendations to improve transit security oversight and services performance.



Metro



Board Report

File #: 2021-0646, **File Type:** Informational Report

Agenda Number: 41.

EXECUTIVE MANAGEMENT COMMITTEE OCTOBER 21, 2021

SUBJECT: PUBLIC EDUCATION CAMPAIGN FOR ENHANCED LIFE PROGRAM, HALF-PRICED PASSES AND FARE RESUMPTION

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Communications plan update supporting LIFE program expansion, half-priced passes and fare resumption.

ISSUE

Metro developed a 90-day Public Education Strategic Communications and Marketing Plan (Attachment A) in collaboration with external partners as directed by the Metro Board at the September 2021 meeting (Attachment B). The plan supports the roll-out of discounted passes, enhancements to the Low-Income is Easy Fare (LIFE) Program, and the return to fare collection.

BACKGROUND

At its May 2020 meeting, the Board approved Motion 36 reducing the cost of Metro full-price passes by 50% upon fare resumption.

In September 2021, the Board approved the Fareless Systems Initiative (FSI) funding plan for Phase I (K-14) and Motion 40 revamping the LIFE Program. Expanding and enhancing the LIFE Program will alleviate the impact of fares on low-income riders while Metro continues to seek funding to implement FSI Phase 2 (low-income adults)

Phase I implementation began on October 1, 2021, allowing students in participating K-12 districts and community colleges in LA County the ability to board Metro and participating transit agencies with a special pass that requires no fare payment at boarding. Metro is preparing a streamlined LIFE application process that enables on-the-spot enrollment, allows applicants to self-certify, and provides three months of fareless transit to new enrollees. Specifically, since the last Board meeting, staff has completed or advanced the following:

- Simplified the LIFE application to streamline enrollment and add the option of self-certification (complete);

- LA County Workforce Development, Aging, and Community Services distributed 11,000 LIFE informational flyers to clients receiving meal delivery and at 14 Community and Senior Centers throughout the region;
- Updated the LIFE webpage (in progress); and
- Created online LIFE application portal with self-certification feature (in progress).

. In collaboration with community-based organizations (CBO's), Metro will launch a coordinated and proactive outreach effort around the enhanced LIFE program and discounted fares with grassroots and boots on the ground tactics in advance of resuming fare collection on January 10, 2022.

DISCUSSION

Coordinated efforts are in progress to ensure a comprehensive, multi-platform, and community-centered outreach and public engagement strategy. Metro communications is leading the efforts with Strategic Financial Management (formerly Office of Management and Budget), TAP, including Operations, and the Office of the Chief Executive Officer in partnership with community-based organizations. Metro secured the services of an external multicultural marketing firm to assist in developing a comprehensive public education campaign. The consultant firm will develop creative concepts and key messaging to educate and inform the public about Metro's enhancements to the LIFE program, the promotion of half-off passes, and the resumption of fare collection.

The public education campaign launched October 12, 2021, and includes a complement of strategies leveraging social media, print and online advertising in local and community publications, in-person outreach, and engagement through community-based organizations over the next 90 days. The plan includes the following outreach strategies:

- Earned, owned, and paid media channels, including ethnic and hyper-focused local media (print, radio, electronic)
- Utilization of Metro's digital and static assets.
- Disseminate information using community-based organizations at highly-trafficked areas throughout the county, including high-frequency transit stops and stations and community locations where people gather and engage in social discourse, such as barbershops, hair salons, community centers, and local shopping centers.
- Utilize government social service partners to distribute information to mutual clients.
 - Staff is in discussions with the Los Angeles County Community Development Authority to distribute information to Section 8 and Public Housing clients.
 - Staff continues to work with the Los Angeles County Department of Social Services to distribute information through their programs such as, General Relief and CalFresh clients.
- Leverage existing Metro resources to inform customers of promotional and discount programs and fare collection resumption, including the deployment of ambassadors and signage at bus stops and Point of Sales (POS) locations such as ticket vending machines (TVM) and Metro Customer Centers.

- Enlist the support of community partners, including faith-based organizations, to help amplify the Agency's messages through notices to their stakeholders via social media channels.
- Ensure Metro employees are informed of the programs to act as ambassadors within their spheres of influence.

The public education tactics, in three phases, are aligned with the 90-day promotional campaign and the 45-day LIFE Program self-attestation enrollment period. The following is a high-level overview of the three phases:

Public Engagement and Outreach: Early October	<ul style="list-style-type: none"> • Launch public education campaign with public relations tactics (blogs, press release, internal communications) • Contract with a multicultural marketing agency.
Strategic Communications: Mid October	<ul style="list-style-type: none"> • Develop messaging matrix and creative concepts • Support the launch of LIFE Program enhancements and enrollments
Community-Based Organizations Engagement: Late October thru January	<ul style="list-style-type: none"> • Engage CBO partners for expanded community outreach • Launch systemwide campaign ads and paid media advertising - online banners, print, radio, direct mail • Continue outreach and public engagement tactics leading to fare resumption

Communications initiated focused tactics at the onset of the promotional period, including a press release, features on Metro blogs The Source and El Pasajero (Attachment C), e-blast to 88 cities, countywide faith-based leaders, and CBOs (Attachment D) and an initial LIFE card distribution to over 2000 riders, (Attachment E)

EQUITY PLATFORM

The communications plan and public education campaign is a multi-pronged outreach effort that includes partnering and procuring CBOs with extensive experience engaging a broad range of stakeholders within Los Angeles County's diverse communities and specific geographic areas to build awareness and support overall outreach efforts. The communications plan commits to providing non-English translation and multilingual, culturally appropriate materials. Additionally, the plan seeks to meet community members where they are to reduce barriers to Metro updates and information. These efforts will target messaging to economically vulnerable people in our communities and improve access to transit through discounted passes and the enhanced LIFE Program.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The communications plan and public education campaign supports strategic goal #3 "Enhancing communities and lives through mobility and access to opportunity" by providing financial relief by reducing the cost of riding transit for all riders, especially the most economically vulnerable people in our communities.

NEXT STEPS

Over the next two weeks staff will utilize the services of a multicultural marketing firm to develop specific messaging and marketing materials. The new online portal will be user-tested the week of October 25th and will be live October 31st. Additionally, staff will collaborate with the County's Social Service providers and network to distribute information to mutual clients. Finally, staff will continue outreach and public engagement of LIFE Program enhancements, such as self-certification and enrollments through pop-up events in partnership with CBOs. Staff will return to the Board in November with an update.

ATTACHMENTS

Attachment A - 90-Day Public Education Strategic Communications Pla

Attachment B - Motion 40 - FSI

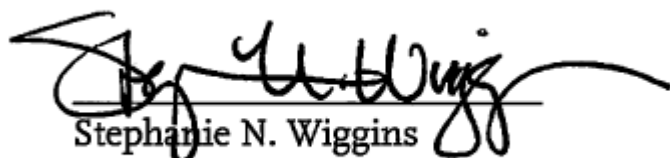
Attachment C - October 12 Fares Update Source post

Attachment D - E-Blast

Attachment E - LIFE card

Prepared by: Glen Becerra, Executive Officer, Marketing (213) 418-3265
Kristie Crawford, Manager, Marketing and Communications (213) 418-3174

Reviewed by: Yvette Rapose, Acting Deputy Chief, Communications, (213) 418-3154



Stephanie N. Wiggins
Chief Executive Officer

90-Day Fares Public Education Strategic Communications Plan

Overall Goals

- Raise broad awareness with Metro riders about systemwide changes beginning January 10, 2022, including:
 - Improved fare options – enhanced LIFE program and discounted passes
 - Bus fare collections resume
 - Discontinue rear-door boarding (note: All-Door Boarding continues to be available on Lines 720 and 745, and J Line (Silver))
 - More frequency and convenience with NextGen implementation - systemwide service hours restored
 - A clean and safe system
 - Educate internal staff on fare changes via Division communications tactics

Timing

Phase 1: 10/1 – 10/15	<ul style="list-style-type: none">• Launch public education campaign with public relations tactics (blogs, press release, internal communications)• Contract with multicultural marketing agency and CBOs for expanded professional services and resources
Phase 2: 10/16 – 11/15	<ul style="list-style-type: none">• Support the launch of LIFE program enhancements and enrollments• Develop Strategic Communications Plan• Develop messaging matrix and creative concepts
Phase 3: 11/16 – 1/10/22	<ul style="list-style-type: none">• Deploy CBO partners for expanded community outreach• Launch systemwide campaign ads and paid media advertising – online banners, print, radio, direct mail• Continue outreach and public engagement tactics leading to fare resumption
Phase 4: 1/10/22 – 7/10/22	<ul style="list-style-type: none">• Monitor, evaluate and continue to optimize campaign

CAMPAIGN: LIFE (Low-Income Fare is Easy)

Timing

Campaign launch: October 12, 2021

Goals

- Double the number of LIFE participants by end of 2022
- Make public transit more affordable for low-income riders

- Encourage sign-ups of current transit riders that are qualified but not signed up for the LIFE program

Audience

- Low-income riders
- Cash-paying riders
- Pass holders (full/reduced fare)
- Community partners
- Metro Operators and staff
- Media – local and ethnic media (print, broadcast, online)

Strategy

- Educate and inform current cash-paying customers of the LIFE program, including additional discounts available as part of the half-off passes promotion.
- Promote the LIFE program as a method of greater savings on Metro passes.
- Drive awareness to LIFE participants that their passes will be deeply discounted.
- Partner with community-based organizations to sign up potential LIFE participants.

Key Messages

- We're making it easier for low-income riders to sign up for heavily discounted fares.
- One-Day, 7-Day and 30-Day passes are deeply discounted for LIFE participants from December 15, 2021, through July 20, 2022.
 - Regular 30-Day pass – drops to \$26 (regularly \$76)
 - 7-Day Pass – \$6.50 (regularly \$19.50)
- Applying is now easier. Metro is now accepting LIFE applications at Metro Customer Centers.
- Low-income riders can save on passes or get free rides with the LIFE program.
- You'll get 90 days of free rides if you are a new LIFE participant starting January 10, 2022.

Customer-Facing Message

- Metro is here for you. We're helping eligible riders get around at a discounted price.
- The LIFE program offers low-income riders assistance with paying fare.
\$26 for 30-day pass (regularly \$76)
 \$6.50 for 7-day pass (regularly \$19.50)
- Apply now to get your **first 90 days of free rides**.

Suggested Tactics

Phase 1

- PR: *The Source/El Pasajero*, social media posts, press release

- Outreach: email deployment to 88 cities, countywide faith based leaders and CBOs
- Internal: Metro Daily Brief, FAQs document, Metro Friday Facts email, myMetro intranet, printed piece for staff/operator education

Phase 2

- Development of Strategic Communications Plan
 - o Messaging matrix and creative concepts
- Update LIFE materials to include free 90-day transit pass, TAP Card opt-in language to receive a TAP and self certification language

Phase 3

- Customer-facing campaign ads: Bus car cards, rail posters, TK1s, LIFE applications, FAQ flyers, direct mail campaign
- Media: Online banners, newspaper ads, radio, social media
- PR: *The Source/El Pasajero*, social media posts, press release
- Web: Updates to *metro.net/LIFE*, update to *taptogo.net*, online application portal
- Outreach: CBO partnerships with faith-based organizations mobile outreach, ongoing community events and outreach, sign ups at major transit centers, mobile customer center, Metro Blue Shirts

CAMPAIGN: Fare Collection Resumption

Timing

Campaign launch: October 12, 2021

Fare collection resumes: January 10, 2022

Fare enforcement resumes: 30 days after fare collection resumes

Goals

- Inform Metro riders that we will resume collecting bus fare on January 10, 2022
- Encourage riders to visit *metro.net/fares* for information on all available discounted fare programs, including the six-month half-off passes promotion

Audience

- Riders – general and all who qualify for discounted programs
- Community partners
- Metro Operators and staff
- Media – local and ethnic media (print, broadcast/radio, online)

Strategy

- Utilize point of level communication tactics to inform customers of fare collection, including ambassadors, signage at bus stops, alert banners on *metro.net*, push alerts to 70,000 *Transit* app users.
- Integrate fare resumption message into NextGen/December shake up materials where space is available.
- Provide general information on Metro's discounted fare programs, with targeted communication on additional pass discounts to LIFE participants and current pass holders.

Customer-Facing Message

- Get ready to pay your fare on **Metro buses** starting January 10, 2022.
- Your fares support Metro service.
 - Find out about discounts on fare and passes at metro.net/fares.

Suggested Tactics

Phase 1

- PR: *The Source/El Pasajero*, social media posts, press release
- Internal: Metro Daily Brief, FAQs document, Metro Friday Facts email, myMetro intranet, printed piece for staff/operator education

Phase 2

- Development of Strategic Communications Plan
 - Messaging matrix and creative concepts

Phase 3

- Customer-facing: *Transit* app integration, digital kiosk ads, messages on hold, information at bus stop level, posters, integration into NextGen materials
- Web: Updated fares section on *metro.net*
- Outreach: Metro Blue Shirts, mobile customer center

CAMPAIGN: Half-off passes

Timing

Campaign launch: October 12, 2021

Half off fares active: December 15, 2021 through July 10, 2022

Background

Metro is providing emergency relief for transit-riding Angelenos. The Metro Board has directed Metro to offer riders financial relief, specifically by offering a deep promotional discount on Metro 1-Day, 7-Day and 30-Day passes.

Goals

- Provide financial relief to pass buyers
- Inform and educate riders of the promotional half-price passes and all other discount fare programs

Audience

- All riders
- Community partners
- Metro Operators and staff
- Media – local and ethnic media

Strategy

- Highlight promotional passes and other discount programs at point of sale (POS) locations, including TVMs, Metro Customer Centers and TAP website.
- Drive demand via earned and paid media channels that 30-Day, 7-Day and 1-Day passes are half price for a promotional limited time.

Customer-Facing Message

- Metro is offering 1-Day, 7-Day and 30-Day passes at half-price savings.
- Go Metro for half the price.
 - Pay only \$3.50 on a day pass, \$12.50 on a weekly pass, and \$50 on a 30-day pass.
 - 30-Day Pass: ~~\$100~~ \$50
 - 7-Day Pass: ~~\$25~~ \$12.50
 - 1-Day Pass: ~~\$7~~ \$3.50

Suggested Tactics

Phase 1

- PR: *The Source/El Pasajero*, social media posts, press release
- Internal: Metro Daily Brief, FAQs document, Metro Friday Facts email, myMetro intranet, printed piece for staff/operator education

Phase 2

- Development of Strategic Communications Plan
 - Messaging matrix and creative concepts

Phase 3

- Customer-facing campaign ads: Bus car cards, rail posters, email to current TAP pass holders, ads on digital kiosks, *Transit* app integration, *TAP* app
- Paid media: Online banners, newspaper ads, radio, social media, FB ads targeting likely riders

- Web: updates to *metro.net/LIFE*, update to *taptogo.net*, online application portal
- Outreach: Mobile customer center, Metro Blue Shirts



Board Report

File #: 2021-0627, File Type: Motion / Motion Response

Agenda Number: 40.

REVISED
REGULAR BOARD MEETING
SEPTEMBER 23, 2021

Motion by:**DIRECTORS MITCHELL, SOLIS, GARCETTI, SANDOVAL, BONIN, AND DUPONT-WALKER**

Related to Item 35: Fareless System Initiative (FSI)

Effective March 23, 2020, former LA Metro CEO Phil Washington ordered that all passengers shall board the rear door when entering an LA Metro bus and, accordingly, removed the requirement for bus passengers to use the fare box. This practice was established to reduce the risk of COVID-19 transmissions on transit and to protect transit operators at the front of the bus from potential exposure to COVID-19. While put in place as a health pandemic response, this practice has been one of the most effective strategies in our region to respond to the economic pandemic our communities face.

Riders and community advocates quickly embraced LA Metro's fare free bus service and in August 2020, CEO Washington announced the formation of the Fareless System Initiative (FSI) Task Force to study the potential for continuing fare-free service as a recovery strategy to continue after the pandemic. The Task Force's research confirmed what riders already know; that LA Metro's riders are overwhelmingly low-income people of color for whom transit fares are an economic burden and for whom fare enforcement perpetuates racial disparities. Furthermore, the Task Force found that a fareless system would grow ridership and help the region meet its mobility, congestion reduction, and sustainability goals more effectively than almost any other LA Metro initiative. Buoyed by these findings, on May 27, 2021, the Board directed staff to proceed with FSI, subject to a final financial plan, which is before the Board for consideration today.

The financial plan identifies funding for free student passes as Phase 1 of FSI. Staff has moved quickly to build on the previously existing U-Pass program to expand free student passes to students in every participating school district throughout the county. However, the financial plan does not identify the funding needed to move forward and launch Phase 2 of FSI, which would serve all low-income riders. In the interim, staff proposes to build on the existing LIFE Program as a first step toward FSI Phase 2, until additional funding can be secured.

Increasing enrollment in the LIFE Program is an important interim step for an expansion of FSI. If implemented, it will create a pre-qualified pool of applicants for FSI Phase 2. While enrollment has grown since its launch in 2019, the LIFE Program still falls far short of its intended impact, largely due

to intimidating, restrictive, and tedious enrollment barriers. The current LIFE Program design will require an overhaul to meet the needs of eligible low-income riders. Namely, the LIFE Program must be far easier to enroll in, more accessible, easier to pay for, and truly affordable for low-income riders.

Our communities are still faced with a dual economic and health pandemic that racial and economic inequalities have further exacerbated. Programs across this region-created to support families in need-will be expiring later this year, despite evidence that these programs have collectively spurred a record drop in poverty (as much as half according to the Urban Institute). Costs will quickly escalate for families, many of whom are still unemployed, taking care of children and loved ones at home, and paying off rental debt. LA Metro must do more to prevent the resumption of fares from exacerbating economic distress among economically vulnerable people in our communities. Removing financial barriers for those who cannot afford transportation creates a lifeline for those who need access to essential travel.

Revamping the LIFE Program will alleviate the impact of fares on low-income riders while preparing LA Metro to implement FSI Phase 2.

SUBJECT: AMENDMENT TO FARELESS SYSTEM INITIATIVE (FSI)

RECOMMENDATION

APPROVE Motion by Mitchell, Solis, Garcetti, Sandoval, Bonin, and Dupont-Walker that the Board direct the Chief Executive Officer to:

- A. Develop a plan to double the number of LIFE Program enrollees by the end of 2022.
- B. Expedite a streamlined application system that enables on-the-spot enrollment and the immediate issuance of LIFE Program benefits through a process that allows applicants to self-certify qualification in the program. Applicants should attest that their information and eligibility in the program is accurate under penalty of fine.
- C. Ensure the fare capping pilot approved by the Board in March 2021 applies to LIFE Program participants.
- D. Expand partnerships with local, state, and federal public benefit programs to automatically enroll members in LIFE upon qualification.
- E. Partner with community-based organizations to canvass LA Metro buses and trains to enroll qualifying riders.
- F. Provide three months of fareless transit to new enrollees as an incentive to enrollment, beginning upon the resumption of fare collection.
- G. Evaluate whether qualified applicants can enroll in the LIFE Program with the next generation of touch screen TAP Vending Machines.

WE, FURTHER MOVE, that the Board direct the Chief Executive Officer to:

- H. Continue the current boarding practices until prospective participants can enroll-on-the spot and self-certify their eligibility, with no less than 90 days for promotion and 45 days for enrollment before fare collection resumes. The resumption of fare collection should also be subject to a 45-day awareness-building period that fares collection will resume as detailed in Attachment I of the September 2021 FSI report (Board File 2021-0574).
- I. Return to the Board in January 2022 with an update on LIFE Program changes.
- J. Conduct a LIFE Program evaluation - in partnership with community-based organizations -- to:
 - 1. Develop additional strategies that support the enrollment of new participants in the LIFE Program.
 - 2. Survey and convene current and prospective LIFE Program enrollees on how well the current program meets the needs of eligible applicants.
 - 3. Review current benefit levels and recommend changes, as appropriate.

BONIN AMENDMENT:

I would like Metro staff to come back to us in your next report with a more reasonable evaluation of the benefits and costs of going truly fareless. This analysis needs to consider:

- A. A phased approach that winds down contracts rather than breaching them.
- B. The cost of anticipated upgrades and maintenance of our fare collection system that could be avoided.
- C. Realistic ridership and fare revenue forecasts that take into account actual ridership trends, use today's ridership as a baseline, and factor in already Board-approved discounts, including today's actions.
- D. Operational savings from reduced bus dwell times and reduced staff needs for fare collection and enforcement.
- E. Validating cost assumptions from munis.
- F. Looking more holistically at Access Services, including potential savings from Federal waivers and coordination with Microtransit; and
- G. Look at universal \$26 pass proposal from Bus Riders Union.

KUEHL AMENDMENT:

Report back on the communication plan.

2022 DISCOUNTED FARES ARE COMING! Find out more about discounted and free rides using the LIFE Program, GoPass and your TAP card

BY [STEVE HYMON](#) , [OCTOBER 12, 2021](#)

Fare collection resumes on the Metro bus system on January 10. Your fares help keep our system running!

To keep riders and our employees safe, we suspended front door boarding on our buses in March 2020 at the outset of the COVID-19 pandemic. We also relaxed our rules requiring riders to use the farebox and TAP validator.

With vaccinations well underway and mask wearing on our system required, we will resume front door boarding only and fare collection on Jan. 10, 2022.

We're working to make sure everyone knows about these changes well in advance. Some big discounts are also coming to our fares.

Need help paying for your rides? We're also making it easier for you to apply for our Low-Income Fare Is Easy (LIFE) program and providing deeper discounts.

6 Months of discounted LIFE fares:

\$26 for a 30-day pass (regularly \$76)

\$6.50 for a 7-day pass (regularly \$19.50).

Additionally, new LIFE riders will get 90 days of free rides starting January 10, 2022, when fare collection restarts.

6 months of half price passes for all riders: We're cutting the price of our regular passes in half for all customers to make riding easy and affordable.

We will be offering 1-Day, 7-Day and 30-Day passes at half-price savings that riders can start using on Jan. 10. That means you will pay only \$3.50 for a day pass, \$12.50 for a weekly pass and \$50 for a 30-day pass if you are not enrolled in a discounted program.

The fares will be available on our TAP vending machines, [taptogo.net](#) and at Metro Customer Centers and will be available for purchase beginning Dec. 15 until July 20, 2022.

Meet the Metro Student GoPass:

Our GoPass fareless program for students allows K-12 and community college students at participating schools and/or school districts in L.A. County to obtain passes to ride the Metro System (and participating transit operators) for free through June 30, 2023.

We've had significant interest in our GoPass pilot program — more than 40 districts are in the process of signing up. Earlier this month the Los Angeles Unified School District — the largest district in our region — announced they will partner with Metro on this important program. This will help students reach school and other destinations — and save their families money that can be used for other expenses.

To check if your district is on the list, [click here](#).

SHARE THE SOURCE:



LIKE THIS:



Be the first to like this.

Related

[Metro Board approves fareless plan for K-14 students and easier access to discounted fares for many riders](#)

We launched our Fareless System Initiative in Aug. 2020. The program's goals are simple: to use fareless transit as a tool to help L.A. County residents deal with the ever-rising cost of living here and help recover from the September 23, 2021 In "Policy & Funding"

[Metro unveils new "LIFE" programs for discounted fares for low-income riders](#)

As of January 1, qualifying riders can save even more on Metro 7-Day, 30-Day or EZ passes with LIFE coupons. The discounts are made possible by the passage of the Measure M sales tax ballot measure by L.A. County voters January 16, 2018 In "Go Metro"



[New fare charts and FAQ on the fare increases and changes that begin Sept. 15](#)
August 11, 2014
In "Inside Metro"

[Edit This](#)

CATEGORIES: [Go Metro](#)

TAGGED AS: [discounts](#), [fare collection](#), [GoPass](#), [LIFE fares](#), [passes](#), [students](#)

[Arts education through artists commissioned for the Crenshaw/LAX Transit Project](#)

Leave a Reply on The Source

Enter your comment here...



New Homes Starting At \$420k

Explore New-Home Communities Across Southern California. Prices Subject To Change.

Meritage Homes

[Learn More >](#)

Montoya, Eric

To: Crawford, Kristie
Subject: RE: Bus Fares Resuming January 2022

From: Metro Community Relations <communityrelations@metro.net>
Sent: Wednesday, October 13, 2021 7:02 AM
To: Cortez, Michael <CortezMic@metro.net>
Subject: Bus Fares Resuming January 2022



Fare collection resumes on the Metro bus system on January 10. Your fares help keep our system running.

To keep riders and our employees safe, we suspended front door boarding on our buses in March 2020 at the outset of the COVID-19 pandemic. We also relaxed our rules requiring riders to use the farebox and TAP validator.

With COVID-19 vaccinations well underway and mask wearing on our system required, we will resume front door boarding only and fare collection on January 10, 2022.

We're working to make sure everyone knows about these changes well in advance. Some big discounts are also coming to our fares.

For more information about bus fare collections beginning in January, discounted Fares, Free Rides or the LIFE program [click here](#).

We also want to let you know **we are always here to listen to any insights from our partners regarding the customer experience on our transit system**. Please email communityrelations@metro.net to share your thoughts with us.



You have subscribed to receive Metro information, [edit your preferences](#), [manage subscriptions](#), or [unsubscribe](#).
Your privacy is important to us, please review the [Privacy Policy](#).
View this email [online](#).

© 2021 Metro (LACMTA) One Gateway Plaza, Los Angeles, CA 90012-2952

This email was sent to cortezmic@metro.net

Bus & Rail Transit information

323.GO.METRO (323.466.3876)

8am - 7pm (Monday - Friday)

8am - 4:30pm (Saturday/Sunday)

**Metro bus fare collection
resumes January 10, 2022.**

**Eligible riders can now
save more on their fares.**

*Sign up now for a free 90-day pass.
Learn more at metro.net/LIFE.*



Metro®

Low-income riders can save through the **LIFE** (Low-Income Fare is Easy) Program.

Fare Product	LIFE Discount
Regular 30-Day/Monthly Pass	\$24
Regular 7-Day/Weekly Pass <i>(up to four per month)</i>	\$6
20 Regional Rides: <i>Base fare only. Interagency transfers are additional cost.</i>	Free

Applying is easy with more ways to submit applications.

Submit your application via email, mail, or drop off at your local enrollment agency: FAME Assistance Corporation (FAC) or International Institute of Los Angeles (IILA). Or you can drop off your application at any Metro Customer Center.

Scan the QR code or **visit** metro.net/LIFE to learn more.

More ways to save are coming soon!



Metro[®]

