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**Agenda - Final**

**Thursday, October 21, 2021**

**9:00 AM**

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

**Operations, Safety, and Customer Experience  
Committee**

*Mike Bonin, Chair  
Holly Mitchell, Vice Chair  
Jacquelyn Dupont-Walker  
Janice Hahn  
Sheila Kuehl  
Tony Tavares, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

## **METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES**

### **(ALSO APPLIES TO BOARD COMMITTEES)**

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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.

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

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**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 9:00 AM 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  
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***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 9:00 AM, hora del Pacifico, el 21de Octubre de 2021. Puedes unirte a la llamada 5 minutos antes del comienso de la junta.

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### **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," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

Email: BoardClerk@metro.net

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Board Administration

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Los Angeles, CA 90012



## CALL TO ORDER

## ROLL CALL

APPROVE Consent Calendar Items: 19 and 20.

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

## CONSENT CALENDAR

19. **SUBJECT: AUTOMATED STORAGE AND RETRIEVAL SYSTEM (ASRS) UPGRADE** [2021-0592](#)

### RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a single source, 24-month, firm fixed price Contract No. PS76506000 to Dematic Corporation, for a total amount of \$3,396,686, inclusive of sales tax subject to resolution of protest(s), if any.

Attachments: [Attachment A - Procurement Summary](#)  
[Attachment B - DEOD Summary](#)

20. **SUBJECT: PURCHASE OF SAFETY VESTS** [2021-0576](#)

### RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a two-year, Indefinite Delivery/Indefinite Quantity (IDIQ) Contract No. MA75908000 for reflective safety vests with Safety Vibe Inc. The Contract one-year base amount is \$577,649 inclusive of sales tax, and the one-year option amount is \$595,869 , inclusive of sales tax, for a total contract amount of \$1,173,518, subject to resolution of any properly submitted protest(s).

Attachments: [Attachment A - Procurement Summary](#)  
[Attachment B - DEOD Summary](#)

## NON-CONSENT

21. **SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH** [2021-0597](#)

### RECOMMENDATION

RECOGNIZE Operations Employees of the Month.

Attachments: [Presentation](#)

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22. **SUBJECT: COMPREHENSIVE REPORT ON MICROTRANSIT PILOT PROJECT** [2021-0622](#)

**RECOMMENDATION**

RECEIVE AND FILE a status report on MicroTransit Pilot Project (Micro), costs, and resources.

23. **SUBJECT: ORAL REPORT ON OPERATIONS RIDERSHIP AND HIRING** [2021-0598](#)

**RECOMMENDATION**

RECEIVE oral report on Operations ridership and hiring.

24. **SUBJECT: CONTRACT MODIFICATION - LA COUNTY DEPARTMENT OF HEALTH SERVICES C3 HOMELESS OUTREACH TEAMS HOME AT LAST (HAL) SHELTER BED PILOT EXTENSION** [2021-0550](#)

**RECOMMENDATION**

AUTHORIZING the Chief Executive Officer to execute Amendment No. 4 to the Letter of Agreement for Multidisciplinary Street-Based Engagement Services (Contract No. MO136727000-32385), to include extending the homeless shelter bed program (Home At Last (HAL)) through June 30, 2022, for outreach team enhancements and capabilities consistent with Board Motion 26.2 (File #:2021-0190), in an amount not-to-exceed \$3,708,000, increasing the total cost from \$26,200,000, to \$29,908,000, inclusive of administrative fees and other pilot initiatives.

**Attachments:** [Attachment A - Home at Last \(HAL\)](#)  
[Attachment B - Rapid Equity Assessment](#)  
[Attachment C - Board Motion 26.2](#)

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

**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 EXECUTIVE MANAGEMENT COMMITTEE)

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26. **SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY PERFORMANCE** [2021-0617](#)

**RECOMMENDATION**

RECEIVE AND FILE Transit Safety and Security Report.

**Attachments:**      [Attachment A - Systemwide Law Enforcement Overview August 2021](#)  
                                 [Attachment B - October 2021 Sexual Harassment Calls for Service](#)  
                                 [Attachment C - MTA Supporting Data August 2021](#)  
                                 [Attachment D - Transit Police Summary August 2021](#)  
                                 [Attachment E - Monthly, Bi-Annual, Annual Comparison August 2021](#)  
                                 [Attachment F - Violent, Prop, and Part 1 Crimes August 2021](#)  
                                 [Attachment G - Demographic Data August 2021](#)

27. **SUBJECT: QUARTERLY UPDATE ON HOMELESS OUTREACH SERVICES** [2021-0647](#)

**RECOMMENDATION**

RECEIVE AND FILE Homeless Outreach Services Report.

**Attachments:**      [Attachment A - PATH Homeless Outreach Update 7/1/21 - 8/31/21](#)  
                                 [Attachment B - PATH Motel Report 7/1/21- 8/31/21](#)  
                                 [Attachment C - Law Enforcement Homeless Outreach Updates 7/1/21 - /8/31/21](#)  
                                 [Presentation](#)

- SUBJECT: GENERAL PUBLIC COMMENT** [2021-0642](#)

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 #:** 2021-0592, **File Type:** Contract

**Agenda Number:** 19.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 21, 2021

**SUBJECT: AUTOMATED STORAGE AND RETRIEVAL SYSTEM (ASRS) UPGRADE**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a single source, 24-month, firm fixed price Contract No. PS76506000 to Dematic Corporation, for a total amount of \$3,396,686, inclusive of sales tax subject to resolution of protest(s), if any.

#### **ISSUE**

This procurement will upgrade the Automated Storage and Retrieval System (ASRS) and replace obsolete components that are at the end of their useful life.. The upgraded ASRS will mitigate against the interruption of material and supply flow from the Central Warehouse and Distribution Center to Bus and Rail Storerooms and support Metro's State of Good Repair for on time Metro bus and rail operations.

#### **BACKGROUND**

ASRS automates pick up, move, store, and retrieve inventory at the Central Warehouse and Distribution Center. This system consists of Unit Load (pallet sized) and Mini-Load (bin sized) storage and retrieval machines with access to over 42,000 cubicles of storage space. Each storage and retrieval machine has a chassis and a rigid mast with an elevating platform. A shuttle extends in and out of the storage rack opening to pick up or deposit loads on each platform. Along with automated pallet conveyors, these machines automate storage and retrieval of bus and rail parts and supplies, supporting the flow of material from the Central Maintenance Facility to Bus and Rail Storerooms across Metro.

The ASRS system was commissioned in 1986 by HK Systems Incorporated, which Dematic acquired in 2010. Within the last 35 years, ASRS went through several upgrades (2006, 2007, 2013 and 2015) to replace the original components and perform system updates.

ASRS has been successfully maintained and serviced by the OEM and more recently by Metro personnel to achieve 98% uptime. Unfortunately, Unit Load Storage and Retrieval Machine Direct Current (DC) Drives and Motors are no longer manufactured and supported by the OEM, and there

are limited spares for replacements. Shuttles on the Storage and Retrieval machines as well as the pallet conveyors are currently over 35 years old and have never been replaced. As these components are at the end of useful life, any failure would cause a significant risk to Metro.

#### Operational Impacts in Current State

- Increased maintenance costs for end-of-life ASRS components
- Increased maintenance time for Facilities Maintenance technicians

#### Foreseeable Risks in Current State

- Inability to efficiently deliver parts to bus and rail facilities
- Inability for bus and rail maintenance technicians to perform preventative maintenance and unplanned maintenance required to keep bus/rail fleet at targeted operational levels
- Loss of inventory control and increased working capital needs agency-wide

### **DISCUSSION**

The ASRS upgrade project will eliminate obsolete parts from the Storage and Retrieval machines and modernize the system for sustainable operation. This project will be executed in multiple phases to minimize cost and transit service impacts.

#### **Phase 1 - Storage and Retrieval Machine (SRM) Control System and Ethernet**

**Communications** - To upgrade the obsolete DC motors and drives in the Unit Load Storage and Retrieval Machines to Alternating Current (AC) Drives and Motors. The Programmable Logic Control (PLC) will work with the new AC motors and drives. The new upgraded ethernet communications will enable remote monitor and troubleshoot the storage and retrieval machines.

**Phase 2 - Replacement Shuttles for the six Unit Load Storage and Retrieval Machine** - The vendor will design, fabricate, install, and test replacement shuttles for the Unit Load Storage and Retrieval Machines.

**Phase 3 - Pallet Conveyor Replacement and Pick-Up and Delivery Stand Photo Eyes** - The vendor will replace 19 conveyors that support shipping & receiving and the Mini-Load Storage and Retrieval Machines. Additionally, 75 obsolete photo eyes will be replaced by photo sensors.

**Phase 4 - Spare Parts/Accessories Analysis** - The vendor will develop a recommended Spare Parts List for the specific scope integrated in phase I, II and III, which will be provided to Metro during the project for future parts consideration.

Dematic is the original equipment manufacturer (OEM) for Metro's ASRS system. They are also responsible for ongoing support and warranty to Metro for this system. The ASRS utilizes Dematic's proprietary components, communication protocol, controls and interface logic between the server and the system components, only the OEM can perform the equipment upgrade and software support; there is no third party option available.

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Metro requested the vendor to propose the best overall solutions in the Scope of Work (SOW). Dematic identified the new technology components to replace the items listed on the SOW and provided options on the proposal. Spare Parts Analysis option will replace the phase 4 in SOW to analyze Metro's current spare parts inventory compared to the existing and soon-to-be-upgraded systems in each phase to avoid delay and save time.

### **DETERMINATION OF SAFETY IMPACT**

Unless the system is brought up to current operational standards, the Central Warehouse and Distribution Center may experience long periods of downtime (stoppage of robots and cranes used to retrieve inventory) requiring that the retrieval and storage of parts be performed by staff. Many of these areas have limited access and require extensive climbing and reaching. Prolonged exposure to these conditions could increase the likelihood of injury.

### **FINANCIAL IMPACT**

Funding of \$1,339,133 for phase 1 of this action is included in the Adopted FY22 Budget. This procurement is included within the Life-of-Project budget of \$3,865,000 for the "ASRS Upgrade" (Capital Project 209073). Since this is a multi-year contract, the Cost Center Manager and Executive Officer will be accountable for budgeting the cost in future years, including any option exercised.

#### **Impact to Budget**

The source of funds for project is from Transportation Development Act - Article 4. No other sources of funds were considered as these funds have been identified for this project. These funds are available for use on bus and rail operating and capital projects.

### **EQUITY PLATFORM**

The ASRS upgrade project will benefit Metro Transit riders. The project will upgrade the ASRS system using the state-of-the-art technology and bring the system to meet the demand of expanded ridership. The upgraded system will enable on time parts receiving/delivery and accurate inventory control to Metro divisions for timely Buses/Rail cars repair and maintenance. Reliable bus/rail service will ensure riders, have dependable transportation for their daily essential activities. This project will improve Metro bus and rail reliability, reduce unexpected service interruption, and provide better rider experiences. There are no potential harm and barriers anticipated as a result of the proposed action. The project provides a state-of-the-art transit experience for our riders, most of whom are BIPOC and low-income.

A Small Business Enterprise (SBE) goal was not recommended for this non-competitive proprietary

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system upgrade project based on the lack of subcontracting opportunities. Dematic Corporation owns the proprietary intellectual property behind the ASRS system, and is the only firm that can perform work on this system.

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

Improved Customer Information supports Metro Vision 2028 Strategic:

<b>Metro Vision 2028 Plan Goals</b>	<b>Relationship to Project</b>
1. Provide high quality mobility options that enable people to spend less time traveling	1.2 - Optimize the existing system's speed, reliability, and performance by revitalizing and upgrading Metro's transit assets.
5. Provide responsive, accountable and trustworthy governance	5.2 - Metro will exercise good public policy judgment and sound fiscal stewardship

### **ALTERNATIVES CONSIDERED**

Metro does not possess the technical knowledge and/or documentation to support the in-house replacement of components or performing upgrades. The system integrates with Metro's enterprise applications and is considered complex with its own proprietary functions/logic. Any alternative(s) to engage other competitors would require levels of reverse engineering for both the hardware and software interfaces adding significant time to the schedule, the introduction of warranty/performance issues, and unknown additional costs associated with the engineering to be performed. Dematic is the Original Equipment Manufacturer (OEM) and only Dematic is authorized to perform the necessary upgrades effectively and in a timely manner. Introducing a competitor would put Metro at significant risk of project failure and system downtime if the system and processes do not properly function as required, or ultimately fail.

Another alternative is to consider replacing the entire system; however, this will also add significant time to the project, presenting a significant learning curve and training costs, and add considerable financial impact as a new similar system is estimated to be in the \$30 million range.

### **NEXT STEPS**

Upon approval by the Board, staff will execute the contract and the ASRS Upgrade will occur over a twenty-four month period following award.

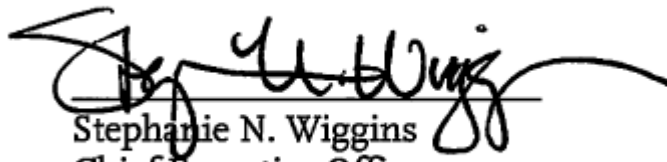
### **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Shuyen Lin, Senior Manager, Vendor/Contract Mgt. (213) 418-3180  
Michael Gonzales, Executive Officer, Vendor/Contract Mgt. (213) 418-3106

Reviewed by:  
Debra Avila, Chief Vendor/Contract Mgt. Officer, (213) 418-3051



Stephanie N. Wiggins  
Chief Executive Officer



## PROCUREMENT SUMMARY

## AUTOMATED STORAGE AND RETRIEVAL SYSTEM (ASRS) UPGRADE

1.	<b>Contract Number:</b> PS76506000	
2.	<b>Recommended Vendor:</b> Dematic Corporation	
3.	<b>Type of Procurement</b> (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input checked="" type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> 05/31/2021	
	<b>B. Advertised/Publicized:</b> N/A	
	<b>C. Pre-proposal/Pre-Bid Conference:</b> N/A	
	<b>D. Proposals/Bids Due:</b> 07/09/2021	
	<b>E. Pre-Qualification Completed:</b> 08/18/2021	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> 07/09/2021	
	<b>G. Protest Period End Date:</b> N/A	
5.	<b>Solicitations Picked up/Downloaded:</b> 1	<b>Bids/Proposals Received:</b> 1
6.	<b>Contract Administrator:</b> Annie Duong	<b>Telephone Number:</b> (213) 418-3048
7.	<b>Project Manager:</b> Shuyen Lin	<b>Telephone Number:</b> (213) 418-3180

**A. Procurement Background**

This Board Action is to award a sole source contract to replace the obsolete and end of the useful life components, as well as upgrading the ASRS systems to incorporate the state of art technologies. On May 31, 2021, Metro issued a single source, non-competitive solicitation to Dematic Corporation because of its proprietary system and received a proposal on July 09, 2021.

This sole source procurement was issued in accordance with Metro's Acquisition Policy and the contract type is a Firm Fixed Price.

**B. Evaluations of Proposals**

This is a single source, non- competitive procurement. A Proposal Evaluation Team (PET) consisting of staff from Metro's Logistics, Transit Operation Systems, and Administrative Business Department conducted a comprehensive technical evaluation of the proposal received. The technical evaluation consisted of reviews of the firm's proposed labor hours, proposed assigned technical personnel and labor categories, and proposed material items and spares. The proposal was found to be technically acceptable.

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

The recommended contractor's price proposal was evaluated in compliance with Metro's Acquisition Policies and Procedures. Staff conducted a comprehensive evaluation to determine that the final firm fixed price is fair and reasonable based on cost analysis, technical evaluation, fact-finding, clarifications, and negotiations. The contract administrator requested price information from the contractor on its other projects with other government customers. The contractor was able to demonstrate the rate proposed for Metro is the same rate used with other government agencies. Hence, the proposed price is considered fair and reasonable. The final negotiated price is \$3,396,686, inclusive of tax.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
1.	Dematic Corporation	\$3,398,005	\$3,120,818	\$3,396,686

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

Dematic Corporation, formally HK Systems, Inc. is the original equipment manufacturer of Metro's Automated Storage and Retrieval System (ASRS) located at Central Maintenance Facility (CMF). Dematic Corporation is a global engineering company that designs, builds, and life cycle supports logistics solutions that optimize material and information flow from receiving to shipping, within the four walls of the factory, warehouse, or distribution center.

Dematic Corporation is one brand under the KION Group of companies and has engineering offices in Asia, Europe, North and South America. The company has manufacturing facilities in USA, Australia, Germany, Italy, and China. During the past 50 years, Dematic has installed 10,000 systems and currently has global revenue of \$1.3 billion. Its clients include JC Penney, Wal-Mart, Anheuser-Bush, and Wells Dairy.

Headquartered in Atlanta, Georgia, Dematic Corporation has been in the business for over 200 years. Dematic Corporation has provided satisfactory work for Metro in the past.

**DEOD SUMMARY**

**AUTOMATED STORAGE AND RETRIEVAL SYSTEM (ASRS) UPGRADE /  
PS76506000**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Small Business Enterprise (SBE) or Disabled Veteran Business Enterprise (DVBE) goal for this solicitation due to the lack of subcontracting opportunities. Dematic Corporation owns the proprietary intellectual property behind the ASRS system and is the only firm that can perform work on this system.

Although an SBE/DVBE goal was not established for this project, Metro will continue to encourage bidders/proposers to outreach to and utilize SBE/DVBE firms, should potential subcontract opportunities become available. Pursuant to the SBE/DVBE Program, if the Prime Contractor utilizes the services of subcontractors, they are expected to afford equal opportunities to SBE/DVBE firms in all subcontracting and supply service areas.

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

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

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

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.



## Board Report

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**File #:** 2021-0576, **File Type:** Contract

**Agenda Number:** 20.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 21, 2021

**SUBJECT: PURCHASE OF SAFETY VESTS**

**ACTION: AWARD CONTRACT**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a two-year, Indefinite Delivery/Indefinite Quantity (IDIQ) Contract No. MA75908000 for reflective safety vests with Safety Vibe Inc. The Contract one-year base amount is \$577,649 inclusive of sales tax, and the one-year option amount is \$595,869 , inclusive of sales tax, for a total contract amount of \$1,173,518, subject to resolution of any properly submitted protest(s).

#### **ISSUE**

This procurement is for the acquisition of reflective safety vests that are required to improve the visibility and maintain the safety of Metro employees. Award of this contract will ensure an adequate inventory of reflective safety vests for bus and rail operators, maintenance employees, and administrative staff.

#### **BACKGROUND**

Metro stocks both general duty and high hazardous style safety vests to protect and ensure the safety of bus and rail operators, maintenance employees, and administrative staff working in safety sensitive areas. The component usage reports from Material Management revealed that approximately 12,774 general duty and 3,989 high hazard reflective safety vest were issued over a 12-month period throughout the various departments at Metro. Transportation and maintenance personnel working at operating and support facilities, layover zones, and other safety sensitive areas must wear reflective safety vests in accordance with department rules and procedures. In addition, personnel engaged in construction activities or accident investigations must wear reflective safety vests.

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The main user of these vest is the Operations Department with over 8,700 staff members. The staff that consumes the majority of these vest are the Bus/Rail operators, mechanics and facilities maintainers. Vest are worn on a daily basis and are issued to each employee as part of their uniform wear.

Safety Vibe Inc, located in Monterey Park CA., is the lowest responsive and responsible bidder and was found to be in full compliance in meeting the bid and technical requirements of the invitation for Bid (IFB). Safety Vibe Inc. has demonstrated its ability to serve their customers, other agencies in Southern California as well as being a subcontractor on the Metro Purple West Side Extensions 1 through 3.

## **DISCUSSION**

The contract to be awarded is a IDIQ agreement in which we commit to order only from the awardee, up to the specified quantity for a specific duration of time, but there is no obligation or commitment for us to order any specific quantity of the various styles and/or sizes of the reflective safety vests that may currently be anticipated. The bid quantities are estimates only, with deliveries to be ordered and released as required.

The reflective safety vests will be purchased and maintained in inventory and managed by Material Management. As the reflective safety vests are issued, the appropriate budget project numbers and accounts will be charged.

## **DETERMINATION OF SAFETY IMPACT**

Award of contract will ensure that all operating divisions and the Central Maintenance Facility have an adequate inventory of safety vests to wear in safety sensitive areas in accordance with department rules and procedures.

## **FINANCIAL IMPACT**

Funding in the amount of \$577,649 for the reflective safety vests is included in the FY22 budget under account 50441, Parts - Revenue Vehicle in multiple bus and rail division operating cost centers under Operations bus projects 306002 and rail projects 300022, 300044, 300066, 300055, 300033.

Since this is a multi-year contract, the cost center manager and Chief Operations Officer will be accountable for budgeting the cost in future fiscal years.

### **Impact to Budget**

The current source of funds will come from Federal and local funds including fares that are eligible for Bus and Rail Operating Projects. The use of these funding sources maximizes established funding provisions and guidelines.

## **EQUITY PLATFORM**

There are no anticipated equity impacts from this proposed action.

The Diversity and Economic Opportunity Department (DEOD) documented a sixty percent (60%) SBE commitment by Safety Vibe Inc. and verified that they are meeting the Small Business Prime Set-Aside requirements established for this procurement. Safety Vibe, Inc. is also a Small Business Enterprise (SBE) Prime.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The procurement of reflective safety vests supports Strategic Goal 1: Provide high-quality mobility options that enable people to spend less time traveling. The new reflective safety vests will ensure the safety of employees assigned to operate and maintain the bus and rail fleet, which is important in ensuring that our customers are able to arrive at their destinations without interruption and in accordance with the scheduled service intervals.

## **ALTERNATIVES CONSIDERED**

The alternative is not to award the contract and procure reflective safety vests on the open market on an as-needed basis. This approach is not recommended since it does not provide a commitment from the supplier to ensure availability and price stability.

## **NEXT STEPS**

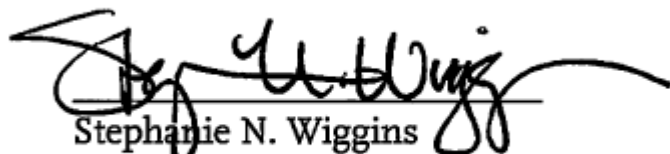
Metro's requirements for reflective safety vests will be fulfilled under the provisions of the contract.

## **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

Prepared by: Harold Torres Sr. Director Central Maintenance (213) 922-5714  
Tanya Allen Procurement Planning Administrator (213) 922-1018

Reviewed by: Debra Avila, Chief, Vendor/Contract Management (213) 922-6383  
James T. Gallagher, Chief Operations Officer (213) 922-4424



Stephanie N. Wiggins  
Chief Executive Officer

**PROCUREMENT SUMMARY**  
**PURCHASE OF SAFETY VEST**  
**CONTRACT NO. MA75908000**

1.	<b>Contract Number:</b> MA75908000	
2.	<b>Recommended Vendor:</b> Safety Vibe Inc., 2530 Corporate Place A105, Monterey Park, CA 91754	
3.	<b>Type of Procurement (check one):</b> <input checked="" type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> April 27, 2021	
	<b>B. Advertised/Publicized:</b> May 1, 2021	
	<b>C. Pre-proposal/Pre-Bid Conference:</b> N/A	
	<b>D. Proposals/Bids Due:</b> June 22, 2021	
	<b>E. Pre-Qualification Completed:</b> September 24, 2021	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> August 12, 2021	
	<b>G. Protest Period End Date:</b> October 23, 2021	
5.	<b>Solicitations Picked up/Downloaded:</b> 28	<b>Bids/Proposals Received:</b> 3
6.	<b>Contract Administrator:</b> Tanya Allen	<b>Telephone Number:</b> 213/922-1018
7.	<b>Project Manager:</b> Jim Pachan	<b>Telephone Number:</b> 213/922-5804

**A. Procurement Background**

This Board Action is to approve Contract No. MA75908000 issued for the procurement of Safety Vests. Board approval of contract award is subject to resolution of any properly submitted protest.

The Invitation for Bid (IFB) Number MA75908 was issued in accordance with Metro's Acquisition Policy and the contract type is Indefinite Delivery, Indefinite Quantity (IDIQ).

One amendment was issued during the solicitation phase of this IFB.

A total of three (3) bids were received on June 22, 2021 and are listed below in alphabetical order:

1. KNS Industrial Supply
2. Paramount Safety Supply
3. Safety Vibe



## **B. Evaluation of Bids**

This procurement was conducted in accordance and complies with LACMTA's Acquisition Policy for a two-step competitive sealed bid. There were three bids that were deemed responsive and responsible to the IFB requirements.

The recommended firm, Safety Vibe Inc., the lowest responsive and responsible bidder was found to be in full compliance in meeting the bid and technical requirements of the IFB.

## **C. Price Analysis**

The recommended bid price from Safety Vibe Inc. has been determined to be fair and reasonable based upon adequate price competition and selection of the lowest Responsive and Responsible bidder with a savings \$57,294.00 from historical purchases.

<b>Low Bidder Name</b>	<b>Bid Amount</b>	<b>Metro ICE</b>
Safety Vibe	\$1,173,578	<b>\$1,255,943</b>
Paramount Safety Supply	\$1,304,562	
KNS Industrial Supply	\$1,307,610	

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

The recommended firm, Safety Vibe Inc. is located in Monterey Park, CA has been in business for seventeen years (17). Safety Vibe Inc. has provided similar products for other agencies including Skanska Traylor Shea, Los Angeles Tutor Perini, Los Angeles, Frontier Kemper, Los Angeles and Los Angeles Unified School District (LAUSD). Safety Vibe Inc. has no previous experience with Metro, but has satisfactory performance working as subcontractor on the Metro Purple Westside Extensions 1 through 3.

## DEOD SUMMARY

## PURCHASE OF SAFETY VESTS / MA75908000

**A. Small Business Participation**

Effective June 2, 2014, per Metro's Board-approved policy, competitive acquisitions with three or more Small Business Enterprise (SBE) certified firms within the specified North American Industry Classification System (NAICS) as identified for the project scope shall constitute a Small Business Set-Aside procurement. Accordingly, the Contract Administrator advanced the solicitation, including posting the solicitation on Metro's website, advertising, and notifying certified small businesses as identified by NAICS code(s) that this solicitation was open to **SBE Certified Small Businesses Only**.

SafetyVibe, Inc., an SBE Prime Supplier, made a 60% SBE commitment. While the SBE Prime Supplier is performing 100% of the work with their own workforce, only 60% of the cost of materials and supplies can be credited towards its commitment.

**SMALL BUSINESS SET-ASIDE**

	<b>SBE Prime Contractor</b>	<b>SBE % Committed</b>
1.	SafetyVibe, Inc.	60%
	<b>Total Commitment</b>	60%

**B. Living Wage / Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

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

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.



Metro

## Board Report

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**File #:** 2021-0597, **File Type:** Oral Report / Presentation

**Agenda Number:** 21.

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

**SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH**

**RECOMMENDATION**

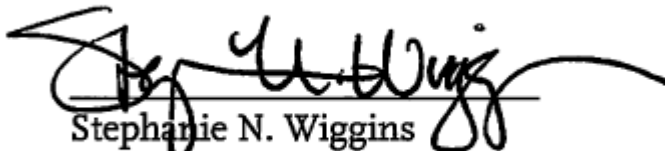
RECOGNIZE Operations Employees of the Month.

**Equity Platform**

Submissions must meet the criteria of a frontline employee or Supervisor and it is encouraged to nominate employees who are diverse in both gender and ethnicity.

Prepared by: James T. Gallagher, Chief Operations Officer (213) 418-3108

Reviewed by: James T. Gallagher, Chief Operations Officer (213) 418-3108



Stephanie N. Wiggins  
Chief Executive Officer

# October Employees of the Month

# Employees of the Month



## Transportation

Transit Operations Supv

**Burke Robinson**

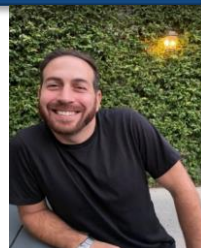


## Maintenance

Rail Equipment

Maintenance Supv

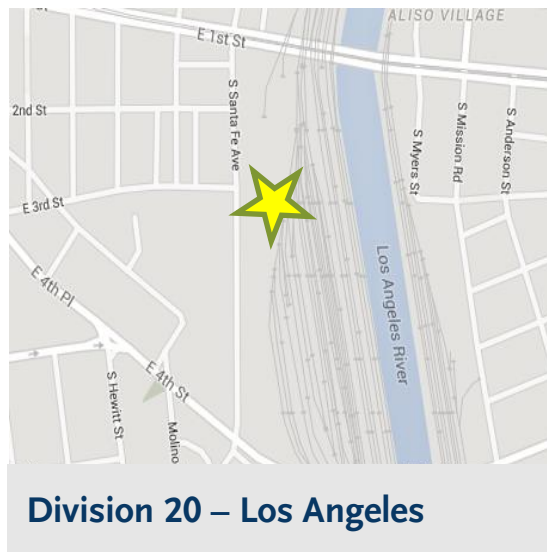
**Tohmer Soltes**



## Logistics

Stock Clerk

Norma Coss





## Board Report

**File #:** 2021-0622, **File Type:** Informational Report

**Agenda Number:** 22.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 21, 2021

**SUBJECT: COMPREHENSIVE REPORT ON MICROTRANSIT PILOT PROJECT**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE a status report on MicroTransit Pilot Project (Micro), costs, and resources.

#### **ISSUE**

Per the request of Metro Operations, Safety and Customer Experience Committee Chair Mike Bonin, this first comprehensive report discusses performance and challenges associated with the Micro program. This report provides key information on the following topics:

- Year One: Launching During COVID-19 Pandemic
- Pilot Evaluation Framework
- Performance: Ridership and Financials
- Next Steps: Year Two

#### **BACKGROUND**

Micro is a multi-year pilot project designed and developed to evaluate how, and if, Metro should invest in offering a ride-hail product for customers in the County of Los Angeles. The project was initiated within the New Mobility unit of Metro's Office of Extraordinary Innovation and utilized the industry's first Pre-Development Agreement Public Private Partnership (PDA-P3) for transit service delivery. What is unique about this pilot is the collaboration with our labor partners (SMART and AFSCME) to ensure our own workforce fills the positions of drivers and supervisors.

In advance of launching the new offering, staff conducted best practice research, participated in industry working groups and forums, and tested a minimum viable product in select communities using seed funding from the Federal Transit Administration.

Micro was moved to Metro's Operations Department in 2019 and Year One of revenue service began on December 13, 2020, with the first NextGen bus restructure shake-up. Year Two of Micro is set to begin on December 12, 2021.

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## **DISCUSSION**

### **Year One: Launching During COVID-19 Pandemic**

In year one as much of the transportation industry was shutting down, Micro was in the process of stepping up. In less than a year, Metro will have stood up the largest deployment of publicly operated ride-hail in the United States. Today, Micro operates across eight zones with 154 active staff and three reporting locations, including the San Gabriel Valley, San Fernando Valley and South Bay.

The Board of Directors approved the ride-hail product, Micro, in February 2020. The pilot was put on pause briefly as a result of the COVID-19 pandemic in Spring 2020. As such, the approach to Micro was adjusted within new operating constraints resulting from the COVID-19 pandemic. Cost containment drove nearly all major project decisions during Year One. These major changes to service implementation had a direct impact on service delivery in the initial 10 months of revenue service. Outlined below are six of the major changes that were implemented in the agency's approach to launching Micro:

1. Hiring Freeze
2. Reallocation of Existing Ops Resources
3. Reduction in Fleet Size
4. Operator Shortage & Hiring Challenges
5. NextGen Alignment
6. Introductory Fare

#### **Hiring Freeze**

As a result of the agency-wide hiring freeze, Micro, like many business units, was short-staffed by three positions.

#### **Reallocation of Existing Ops Resources**

As a stop-gap measure, Micro was assigned temporary staff from multiple Metro Operations business units in Year One. Under the CEO's re-alignment plan, Micro is consolidated in the Shared Mobility unit within Metro's Operations Department.

#### **Reduction in Fleet Size**

The Pilot was intended and approved to be operated in six unique Micro Zones which were identified through the PDA-P3 Part A design process. Accordingly, the Micro Zones were selected for unique demographic make-up, applicable use cases, major trip generators, and topography/terrain. The concept driving the Micro Zone selection was to test a variety of unique environments to help Metro assess how ride-hail could be scaled across similar communities should the pilot continue beyond the initial three-year testing period.

Under the contract, each Micro Zone would be allocated 16 vehicles, for a total of 96 in regular revenue service. Subsequently, the Micro fleet would be constantly re-balanced in response to customer appetite for publicly operated ride hail. In January 2021, per Board direction, Micro

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absorbed three additional zones bringing the program to a total of nine Micro Zones. Vehicle counts were set at an initial eight per Micro Zone. To-date a total of 60 vehicles were placed in revenue service across eight zones. This resulted in the fleet operating without spares in contrast to the 20% spare ratio as envisioned for the pilot.

### Operator Shortage & Hiring Challenges

To reduce spending during the pandemic, Micro was staffed 50% below anticipated operator counts. As such, the Micro Operators that joined the agency were encouraged to work as much as possible to achieve coverage across the Micro Zones. The workload was impacted by the direction to expand Micro to an additional three zones in January 2021. As a result, most team members, who joined with an expectation of a 25-hour work week minimum, regularly work 36 hours and overtime to keep up with the aggressive launch schedule. The lean counts and the slow ramp-up of hiring combined with COVID-19 pandemic outbreaks had major impacts on service delivery. As such, Micro fell short of achieving the 3:1 operator-to-vehicle ratio. Today, Micro has 139 active operators. The allocation in FY22 is 147 FTEs. Class 14 of Micro Operator training is set for October 25, 2021. Micro will begin Year Two with approximately 154 Operators.

Currently, the transportation industry is experiencing nation-wide challenges with hiring and reattaining bus operators. A recent survey of over 50 agencies revealed that 22 are currently experiencing a 10%-30% shortage.

### NextGen Alignment

To support changes to the Metro network under the NextGen bus restructure, Micro was deployed on the NextGen shake-up schedule. Zones were aligned to NextGen deployment dates (including the 12/13/20, 6/27/21 and 9/12/21 launch) and hours of operation and zone boundaries were adjusted to support impacts from changes within Bus Operations. As such, some of the Micro use-cases were not tested in Year One. For example, service hours at the Micro LAX/Inglewood Zone were adjusted to match changes to bus line (625) rather than to address the needs of shift workers and the Micro LAX/Inglewood Zone did not include the City of Inglewood.

Ridership analysis has revealed that Micro has been successful in serving customers impacted by NextGen. In partnership with Burbank Airport, Micro will begin serving the Burbank Airport terminal on Sunday, October 17, 2021.

### Introductory Fare

In light of the impact of the COVID-19 pandemic on the economy in 2020, Metro's internal fare working group recommended an introductory rate for Micro. With Equity-Focused Communities (EFCs) incorporated in all Micro Zones, this rate of \$1 per trip was intended to make Micro accessible for all. Metro staff will recommend extending the \$1 introductory rate through Year Two. Micro is exempt from the pilots conducted under the Fareless System Initiative (FSI).

### Pilot Evaluation Framework

As we prepare to complete Year One, it has been critical to look back to our driving principles for the



Micro Pilot. Below is a chart of key measures which are coded within categories as discussed previously with the Board is provide in Attachment A. Customer experience is prioritized across both Micro Zone and program-wide KPIs. Select targets have been adjusted based on current ridership.

<b>Zone-Level Measures</b>				
<i>Category</i>	<i>Measure</i>	<i>Target</i>	<i>Current</i>	<i>Vision 2028 Goal</i>
Ridership	Passengers per vehicle per hour	3	2.55	
	Average number of trips per week on Micro by unique users	3	3.04	
Customer Experience	Percentage of trips with maximum wait time of 15 mins	75%	51%	Yes
	Percentage of failed searches	<10%	7%	
Connectivity	Percentage of linked trips to fixed-route services	50% of trips are linked	20%	Yes
Financial Viability	Cost per trip in comparison with paratransit	75% of average trip cost per trip in comparison with Access Services (2021)	120%	

<b>Project-Level Measures</b>				
<i>Category</i>	<i>Measure</i>	<i>Target</i>	<i>Current</i>	<i>Vision 2028</i>
Innovation	Launch six service zones testing a variety of use cases	6	8	
	% of flexible operators per SMART-TD side letter	80%	20%	
Customer Experience	Star rating from customer in Micro mobile application	4.5 of 5 stars	4.8	Yes

Strategic Partnerships	Number of partnerships with health, transport and higher education institutions	2 per zone	4	Yes
Workforce Investment	Percentage of Micro Operators promoting to full-time positions throughout Metro	5%	4%	
	Percentage of Micro Operators which stay on project for one (1) year in revenue service	50%	N/A	
	Percentage of Supervisors that reached a one (1) year anniversary with Micro	80%	100%	

Of note based on a recent survey of Micro riders 60% of the riders have never taken Metro bus or rail.

## Performance: Ridership and Financials

### Ridership

Micro Zone Name	Service Hours	Launch Date	Number of Trips	Avg. Weekday Boardings (September)	Average Star Rating	Average Wait Time (minutes)
Watts/Compton*	5 am - 11 pm	12/13/20	45464	246	4.80	15.32
LAX/Inglewood	5 am - 10 am; 2 pm - 7 pm M-F	12/13/20	6367	45	4.85	8.33
Compton/Artesia*	9 am - 9 pm	1/25/21	(see zone 1)			

El Monte	9 am - 9 pm M-F; 10 am - 10 pm S-S	1/25/21	17,010	106	4.86	15.83
North Hollywood/ Burbank	10 am - 10 pm	1/25/21	13,852	89	4.92	16.03
Highland Park/ Eagle Rock/ Glendale	5:30 am - 9:30 pm	6/27/21	13,711	182	4.92	17.61
Altadena/ Pasadena/ Sierra Madre	5:30 am - 9:30 pm	6/27/21	20,198	287	4.84	16.00
Northwest San Fernando Valley	5:30 am - 9:30 pm	9/12/21	927	57	4.80	13.43

### Budget

- FY22
  - For Q1 of FY22, Micro has expended \$2.3 million, with an additional \$3.1 million in pending invoices from the P3 Contract for July through September
  - A total of \$5.4 million in adjusted FY22 Q1 actuals out of \$9.7 million budgeted YTD
  - As the COVID-19 pandemic impacts are stabilizing, it is crucial for Micro to have access to the full \$39.5 million budgeted
- Project To-Date
  - Of the \$22,741,210.15 spent on the Micro to-date (including pending invoices), approximately \$9.3 million or 41% of the total budget was used for Start-Up Costs
  - Today, Micro has three Reporting Locations and a team of 154 active staff

The table below shows project-to-date expenses categorized as Start-Up Costs or Revenue Expenses. Start-Up Costs are expenses that have been required to bring the entire Micro or individual Micro Zones online, including (but not limited to) down payments on Reporting Locations and vehicles; software configuration; recruiting, onboarding, and training; developing policies and procedures; legal costs for setting up user terms for customers.

Project-to-date Expenses		Spent to Date	Start-Up Costs	Operating Costs
<b>P3 Contract</b>				
	Labor	\$5,343,612.28	\$3,206,167.37	\$2,137,444.91
	Communications	\$1,578,582.00	\$789,291.00	\$789,291.00
	Vehicles	\$3,098,528.45	\$765,000.00	\$2,333,528.45
	Reporting Locations	\$1,026,509.56	\$312,819.00	\$713,690.56
	Hardware	\$1,639,731.00	\$1,636,106.00	\$3,625.00
	Software	\$1,393,781.50	\$582,000.00	\$811,781.50
	Insurance	\$2,459,099.00	\$0.00	\$2,459,099.00
<b>SUBTOTAL -</b>		<b>\$16,539,843.79</b>	<b>\$7,291,383.37</b>	<b>\$9,248,460.42</b>
<b>Metro Labor</b>				
	Supervisors	\$1,078,766.08	\$195,254.35	\$883,511.73
	Non-Contract	\$1,080,786.62	\$810,589.97	\$270,196.66
	Operators	\$2,792,971.58	\$615,625.38	\$2,177,346.20
	Other (mostly WC)	\$438,005.55	\$33,684.72	\$404,320.83
<b>SUBTOTAL -</b>		<b>\$5,390,529.83</b>	<b>\$1,655,154.42</b>	<b>\$3,735,375.42</b>
Other Metro Costs				
	E.g., Legal, Equipment, and Allocated Overhead	\$810,836.53	\$364,876.44	\$445,960.09
<b>GRAND TOTALS</b>		<b>\$22,741,210.15</b>	<b>\$9,311,414.22</b>	<b>\$13,429,795.93</b>

With 64,642 Revenue Service Hours provided from 12/13/2020 through 9/30/2021, this puts operating cost per Revenue Service Hour at \$207.76 in Year One thus far.

At many points during the pilot, our P3 Contractor RideCo has recommended enhancements to service levels in response to growing customer demand, including:

- Increase service span to a minimum of 16 hours daily
- Restore Inglewood portion of the Micro LAX/Inglewood Zone
- Increase launch capacity (vehicles, operators) in Micro Highland Park/Eagle Rock/Glendale Zone and Micro Altadena/Pasadena/Sierra Madre Zone
- If these changes had been made, we would have added approximately 26,677.5 Revenue Service Hours to the total above, an increase of 41.3%. Accounting for proportional increases in costs for labor and vehicles, this would have resulted in an operating cost of \$170 per Revenue Service Hour in Year One to-date. This simulation shows how service constraints have raised per-unit operating costs while reducing total costs, due to fixed recurring costs such as Reporting Locations. According to a survey of Micro customers in August 2021, nearly half (47%) say limited Revenue Service Hours are keeping them from riding more.

In September 2021, many Micro Zones show increasing ridership. The current cost per Revenue Service Hour across the project is \$140.84. This cost varies by Micro Zone, as some Micro Zones

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perform better than others.

When we apply the September figures against our current passengers per vehicle hour, the cost of a trip on Micro can run between \$44 and \$70 depending on the Micro Zone and allocations of vehicles, staffing and Revenue Service Hours. For reference, the most recent data for cost per trip for Access Services is \$51.

If by the end of pilot term Micro moves five passengers per vehicle hour at the regular fare of \$2.50 per trip, the cost of a trip on Micro will land at \$26. This assumes no adjustments as outlined in the Next Steps section of the Board Report are implemented.

Figures will be audited by independent contracted auditors as part of Metro's Annual Financial Audit.

### Marketing and Communications

To drive utilization of Micro, paid and earned communications have been used to promote the service through several channels. Heavy emphasis was placed on digital media early on in the COVID-19 pandemic, and has continued to be a key strategy, including paid search promotion, organic and promoted social media, video ads on streaming platforms, and email-based campaigns.

To achieve successful alignment with NextGen, outreach staff conducted ride-alongs on affected bus routes ahead of shake-ups to inform customers about service changes. Outreach has also been conducted at key destinations including rail stations, parks, and other points of interest as the risk from the COVID-19 pandemic has abated. Campaigns have been local as to target customers within the communities in which Micro operates.

### Next Steps: Year Two

With the recent re-org, staff continues to elevate and prioritize customer responsive design. Metro's internal Customer Experience Committee will continue to accelerate the implementation of customer facing training, cross industry best practices and technical

At this juncture, the following five actions will be taken within Micro's FY22 budget of \$39.5 million:

1. Bring Revenue Service Hours in-line with Customer Demand
2. Right Size Staffing
3. Fleet Rebalancing
4. Ride Reliability
5. Use Case Prioritization

### Bring Revenue Service Hours in-line with Customer Demand

Micro Zones were launched with limited hours of operation to achieve cost containment objectives in response to the financial impacts of the COVID-19 pandemic. The majority of Micro Zones operated 12 hours and in some cases weekend service was unavailable. The outlier in Year One was the Micro Watts/Willowbrook Zone which was adjusted to match hours of operations for bus service under the NextGen alignment.

By increasing Revenue Service Hours, maximum wait times will be improved, passengers per vehicle hour will be increased and search failures will be significantly reduced. Direct experience teaches us that this action, can yield impressive results, see chart below.

For example, in Pasadena:

Pasadena Metrics	Week of July 4	Week of Sep 12	Week of Oct 03
<i>Weekday averages</i>			
RSH weekday average	74	97	133
Failed ride searches %	13.50%	16.10%	2.30%
Failed ride searches #	83	173	19
Operator Count	11	20	24

### Right Size Staffing

To right size staffing, Micro will add three Supervisors to achieve coverage levels program-wide in Year Two. Additionally, all three Non-Contract vacancies will be filled, and three temporary positions will be staffed using existing FY22 budget. In partnership with Human Capital and Development, Metro staff will target start dates for all team members by December 2021, to ensure Micro is fully staffed by Year Two.

In respect to Operator counts, Metro staff will work with our existing SMART-TD workforce to assess shortages. Projections for FY23 non-contract and contract staffing will be produced in early 2022 in coordination with our partners in Strategic Financial Planning.

### Fleet Rebalancing

Metro staff, in coordination with RideCo, will initiate a program-wide re-balancing initiative to achieve maximum productivity of the leased fleet. As such, Micro vehicles will be scheduled to service multiple zones daily and supply will more closely match customer demand where we are currently experiencing shortages. This targeted approach, which will utilize 82 vehicles out of the 110 initially budgeted, will ensure a minimum spare ratio across the program. Metro staff will also conduct ongoing evaluation of Electric Vehicles utilized in the December 12, 2021 launch to inform future orders of EVs, which are anticipated to comprise 10% of the Micro fleet. Additionally, analysis will be conducted as it pertains to vehicles with accessibility features in consultation with our partners at Access Services.

### Ride Reliability

In August 2021, Metro staff reported to Operations, Safety and Customer Experience Committee on search delays impacting Micro customers. Metro will continue to prioritize Micro's availability and reliability. As such, mini-shake-ups will be conducted across Micro and between adjacent Micro Zones to improve service delivery.

### Use Case Prioritization

Micro was designed to be used for access to educational institutions at all levels. In light of the impacts of the COVID-19 pandemic on education systems and the growth in remote learning as well as hybrid classrooms, Metro staff will continue to analyze new traffic patterns on these trip types. In Year Two, Micro will feature the ability to book rides for children needing a car seat and booster seat and as such, make this offering usable for many working families. Evaluation of car seat products has begun and focus groups will be held in consultation with Metro's Women and Girls Governing Council and Youth Council.

### **FINANCIAL IMPACT**

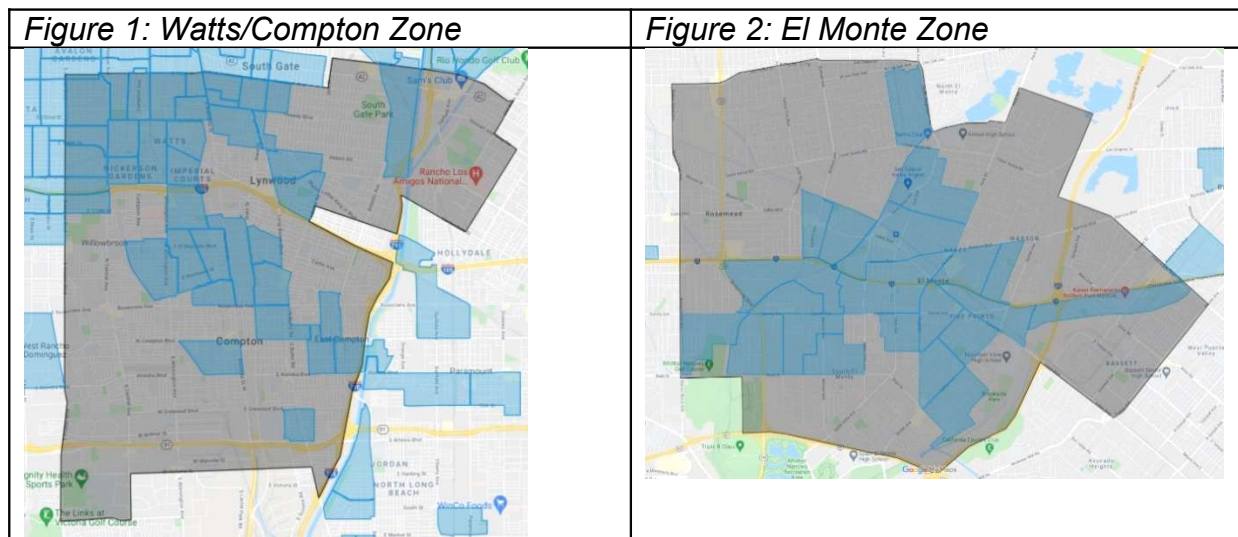
The Micro under cost center has an approved annual Fiscal Year 2022 budget of \$39.5 million, up from the \$25.1 million allocated in Fiscal Year 2021.

### **EQUITY PLATFORM**

Micro seeks to address equity for our customers by bringing on-demand transportation to communities which are under-served by private ride-hail companies. Micro Zones were designed to capture this use-case based upon data accessed during the PDA-P3 Part A design process.

A survey conducted during August of 2021 found that nearly half of Micro customers are using the service to connect to other transit modes; 42% are using it to get to stores (including grocery, clothing, and other essential shopping), a third are using it to get to work, and 16% have used it to get to a medical appointment. (Customers were able to select more than one option in this section, so this doesn't reflect a cumulative proportion of the population.)

As Micro staff is testing out a portfolio of use cases, the overlap between Micro Zones and Equity Focused Communities (EFCs) varies. The Micro El Monte Zone and Micro Watts/Compton Zone (See figures 1 and 2; EFCs are highlighted in blue) feature the greatest coverage of EFCs and are the two largest Micro Zones. Micro Watts/Compton Zone was first launched as the Micro Watts/Willowbrook Zone and Micro Compton/Artesia Zones, which overlapped significantly and were merged on 9/12/2021. This merger was driven by many factors, including requests from customers who did not like having to book two separate rides to get across the area. As this Micro Zone is approximately 35 square miles, much larger than recommended by RideCo, we are also testing the ability to deliver quality service across such a large area. With the recent merger, the Micro Watts/Compton Zone now operates 18 hours per day, as Micro Watts/Willowbrook Zone has since service launch in December 2020.



**Note:** Maps are not to scale.

In line with the maps, a recent survey of Micro riders found that Micro Watts/Compton Zone had the highest proportion of riders who report an income under \$35,000 per year, at 74.9%, with the Micro El Monte Zone next at 55%. The Micro El Monte Zone had a higher proportion of users with an annual income between \$35-75,000, resulting in a similar proportion with an income below \$75k.

Additionally, Micro seeks to address equity for our workforce by hiring within the communities we serve, reducing or eliminating bias in hiring with blinded panels and implicit bias training for panel members, and trialing changes to how Micro operators are scheduled and supervised, to remove unintentional barriers for employees with caregiving responsibilities and other challenges. An analysis of our workforce demographics will be initiated in January 2022.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Micro supports strategic plan goals #1, 2 and 3. Micro is an investment in a world-class system that is reliable, convenient, and attractive to more customers for more trips. Micro will continue to apply the equity framework to all aspects of the project and continue to deliver high quality service to meet customer satisfaction by offering an accessible, flexible service that better adapts to customer demand and needs.

## **NEXT STEPS**

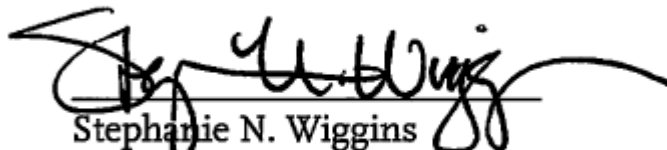
Under the new re-alignment staff continues to elevate and prioritize customer responsive design. Metro's internal Customer Experience Committee will accelerate the implementation of customer facing training, cross industry best practices and technical enhancements throughout Year Two. With more than 120,000 trips served by Micro in the first ten months of operation during COVID-19 and a 4.8 out of five-star customer rating, the pilot has set a strong foundation for growth in the years ahead.



Micro has the potential to achieve the aspirational goals outlined in Vision 2028 including increasing Metro ridership and connectivity in the region. To maximize the program's effectiveness and efficiency, Metro will apply lessons learned from challenges associated with launching this service during the COVID-19 pandemic. Staff will continue to work collaboratively and cooperatively to remain focused on customer experience, safety, and exceed KPIs.

Prepared by: Rani Narula-Woods, Sr. Director, Special Projects, [narulawoodsr@metro.net](mailto:narulawoodsr@metro.net)

Reviewed by: James T. Gallagher, Chief Operations Officer (213) 418-3108



Stephanie N. Wiggins  
Chief Executive Officer

# Metro Micro™

Operations, Safety, and Customer  
Experience Committee  
October 21, 2021

# Overview



## Meet Metro Micro

On-demand rideshare service in your neighborhood!

[metro.net/micro](https://metro.net/micro)



Metro

1. Launching in COVID-19
3. Evaluating Young Micro
4. Performance by Zone
5. Financials
6. Equity Platform
7. Next Steps: Year Two

## 2. Launching in COVID-19



Six major changes were implemented in the agency's approach to operationalizing Micro:

- Hiring Freeze
- Reallocation of Existing Ops Resources
- Reduction in Fleet Size
- Operator Shortage & Hiring Challenges
- NextGen Alignment
- Introductory Fare

## 2. Launching in COVID-19



### Operator Shortage & Hiring Challenges

- Staffing runs short of 3:1 operator to vehicle ratio as anticipated pre-pandemic in Year One
- Micro now has 139 active operators (60 vehicles are in revenue service today across 8 Micro Zones)
- By 12/12, Micro will have 82 vehicles in revenue service including Electric Vehicles
- To support Micro program-wide, 5 classes need to be held by the end of the calendar year
  - Class 14 (10/25 start date, in revenue service on 11/21)
  - Class 15 (11/1 start date, in revenue service on 11/28)
  - Class 16 (11/8 start date, in revenue service on 12/5)
  - Class 17 (11/22 start date, in revenue service on 12/19)
  - Class 18 (11/29 start date, in revenue service on 12/26)
- Classes consist of up to 12 participants, with some running with as few as 6 participants
- With 154 operators at the start of Year Two, Micro will achieve at 2:1 operator to vehicle ratio

# 3. Evaluating Young Micro



Zone-Level Measures	Measure	Target	Current	Vision 2028 Goal
Ridership	Passengers per vehicle per hour	3	2.55	
	Average number of trips per week on Micro by unique users	3	3.04	
Customer Experience	Percentage of trips with maximum wait time of 15 mins	75%	51%	Yes
	Percentage of failed searches	<10%	7%	
Connectivity	Percentage of linked trips to fixed-route services	50% of trips are linked	20%	Yes
Financial Viability	Cost per trip in comparison with regional paratransit	75% of average trip cost per trip in comparison with Access Services (2021)	120%	

# 3. Evaluating Young Micro



Project-Level Measures	Measure	Target	Current	Vision 2028 Goal
Innovation	Launch six service zones testing a variety of use cases	6	8	
	% of flexible operators per SMART-TD side letter	80%	20%	
Customer Experience	Star rating from customer in Metro Micro mobile application	4.5 of 5 stars	4.8	Yes
Strategic Partnerships	Number of partnerships with health, transport and higher education institutions	2 per zone	4	Yes
Workforce Investment	Percentage of Micro Operators promoting to full-time positions throughout Metro	5%	4%	
	Percentage of Micro Supervisors that reach a 1 year anniversary with Micro	80%	100%	

# 4. Performance by Zone



Micro Zone Name	Service Hours	Launch Date	# of Trips	Avg. Weekday Boardings (September)	Average Star Rating	Average Wait Time (minutes)
Watts/Compton*	5 am - 11 pm	12/13/20	45,464	246	4.80	15.32
LAX/Inglewood	5 am – 10 am; 2 pm – 7 pm M-F	12/13/20	6,367	45	4.85	8.33
Compton/Artesia*	9 am – 9 pm	1/25/21	(see Micro Watts/Compton Zone)			
El Monte	9 am – 9 pm M-F; 10 am – 10 pm S-S	1/25/21	17,010	106	4.86	15.83
North Hollywood/ Burbank	10 am – 10 pm	1/25/21	13,852	89	4.92	16.03
Highland Park/ Eagle Rock/ Glendale	5:30 am – 9:30 pm	6/27/21	13,711	182	4.92	17.61
Altadena/ Pasadena/ Sierra Madre	5:30 am – 9:30 pm	6/27/21	20,198	287	4.84	16.00
Northwest San Fernando Valley	5:30 am – 9:30 pm	9/12/21	927	57	4.80	13.43

According to a survey of Micro customers in August 2021, nearly half (47%) say limited Revenue Service Hours are keeping them from riding more.



# 5. Financials



- Today, Micro has three Reporting Locations and a team of 154 active staff, including 139 operators.
- Of the \$22,741,210.15 spent on the Micro to-date (including pending invoices), approximately \$9.3 million or 41% of the total budget was used for Start-Up Costs
- In September 2021, many Micro Zones show increasing ridership. The current cost per Revenue Service Hour across the project is \$140.84. This cost varies by Micro Zone, as some Micro Zones perform better than others.
- The cost of a trip on Micro can run between \$44 and \$70 depending on the Micro Zone and allocations of vehicles, staffing and Revenue Service Hours. For reference, the most recent data for cost per trip for Access Services is \$51.
- If by the end of the 3-year pilot term Micro moves five passengers per vehicle hour at the regular fare of \$2.50 per trip, the cost of a trip on Micro will be approximately \$26. This assumes no adjustments as outlined in the Next Steps section of the Board Report are implemented in Year Two.

\*Figures will be audited by independent contracted auditors as part of Metro's Annual Financial Audit.

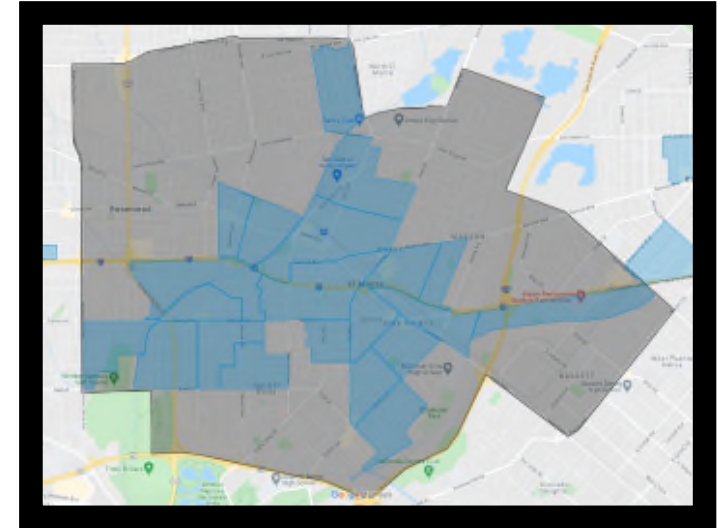
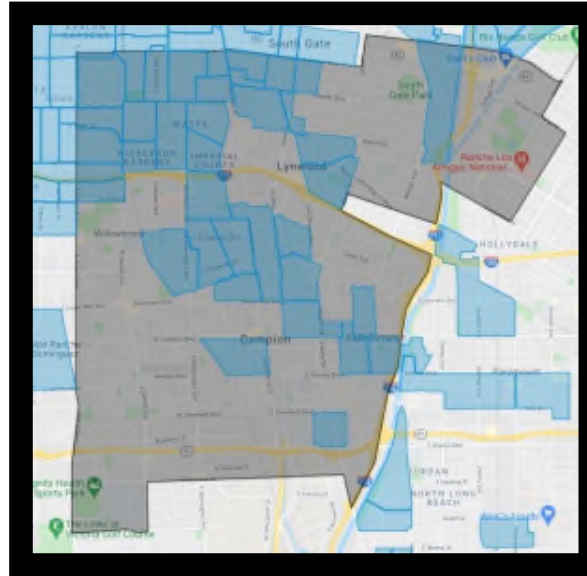
# 6. Equity Platform



- A survey conducted during August of 2021 found that nearly half of Micro customers are using the service to connect to other transit modes; 42% are using it to get to stores (including grocery, clothing, and other essential shopping), a third are using it to get to work, and 16% have used it to get to a medical appointment.

\*Customers were able to select more than one option in this section, so this doesn't reflect a cumulative proportion of the population.

- In line with the maps, the survey of Micro customers found that Micro Watts/Compton Zone (left) had the highest proportion of riders who report an income under \$35,000 per year, at 74.9%, with the Micro El Monte Zone (right) next at 55%.



**Equity Focused Communities (EFCs) are located in all Micro Zones.**

- The Micro El Monte Zone had a higher proportion of customers with an annual income between \$35-75,000, resulting in a similar proportion with an income below \$75,000 per year.

## 7. Next Steps: Year 2



At this juncture, Micro staff will continue to adjust service design to improve customer experience and increase workforce retention within Micro's FY22 budget of \$39.5 million.





Metro

## Board Report

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**File #:** 2021-0598, **File Type:** Oral Report / Presentation

**Agenda Number:** 23.

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

**SUBJECT: ORAL REPORT ON OPERATIONS RIDERSHIP AND HIRING**

**ACTION: ORAL REPORT**

**RECOMMENDATION**

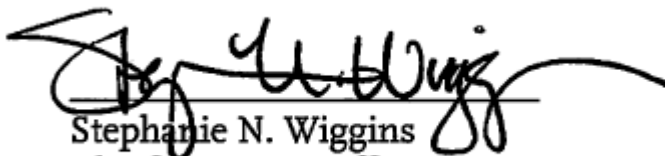
RECEIVE oral report on Operations ridership and hiring.

**Equity Platform**

Operations will collaborate with the Office of Equity and Race to identify and mitigate any concerns to ensure equitable outcomes relative to service.

Prepared by: James T. Gallagher, Chief Operations Officer (213) 418-3108

Reviewed by: James T. Gallagher, Chief Operations Officer (213) 418-3108



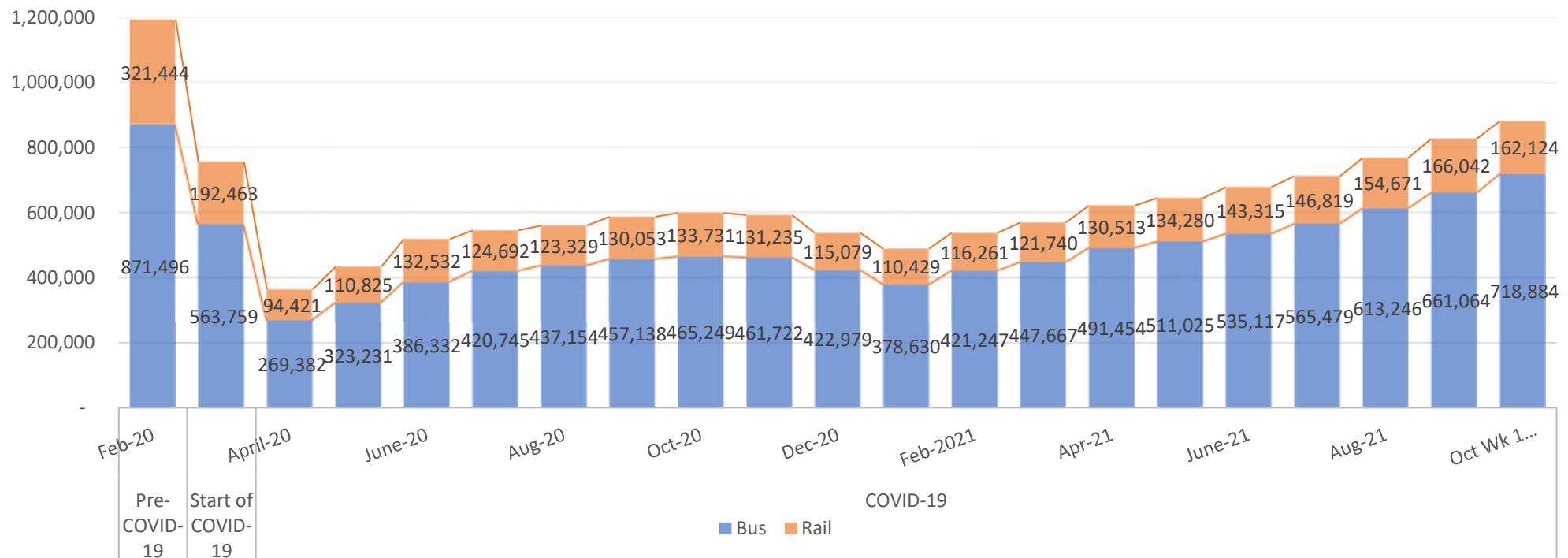
Stephanie N. Wiggins  
Chief Executive Officer

**ITEM 23**

# **COO Oral Report Operations Service Update**

# Weekly Ridership Update

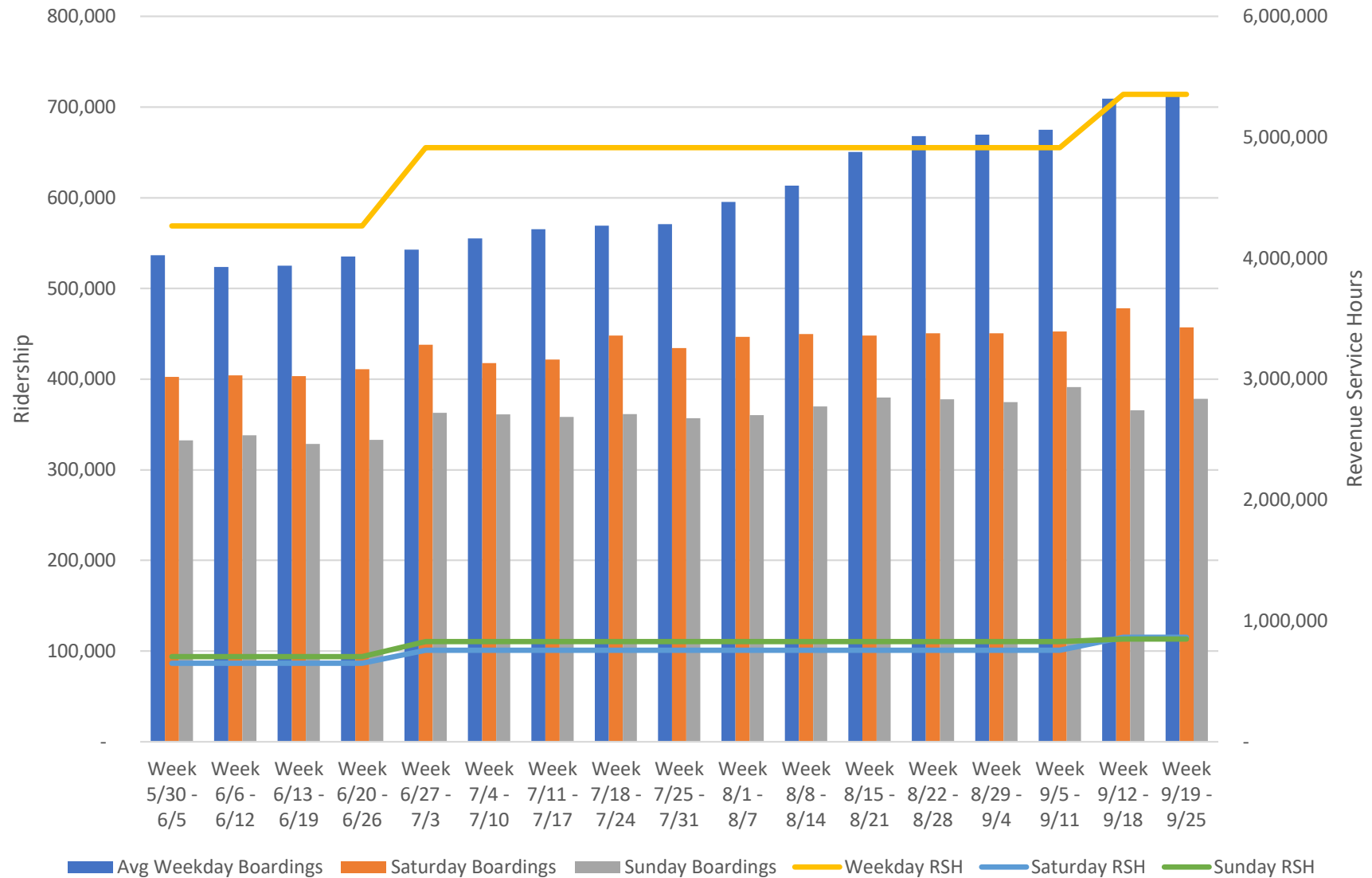
## SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP



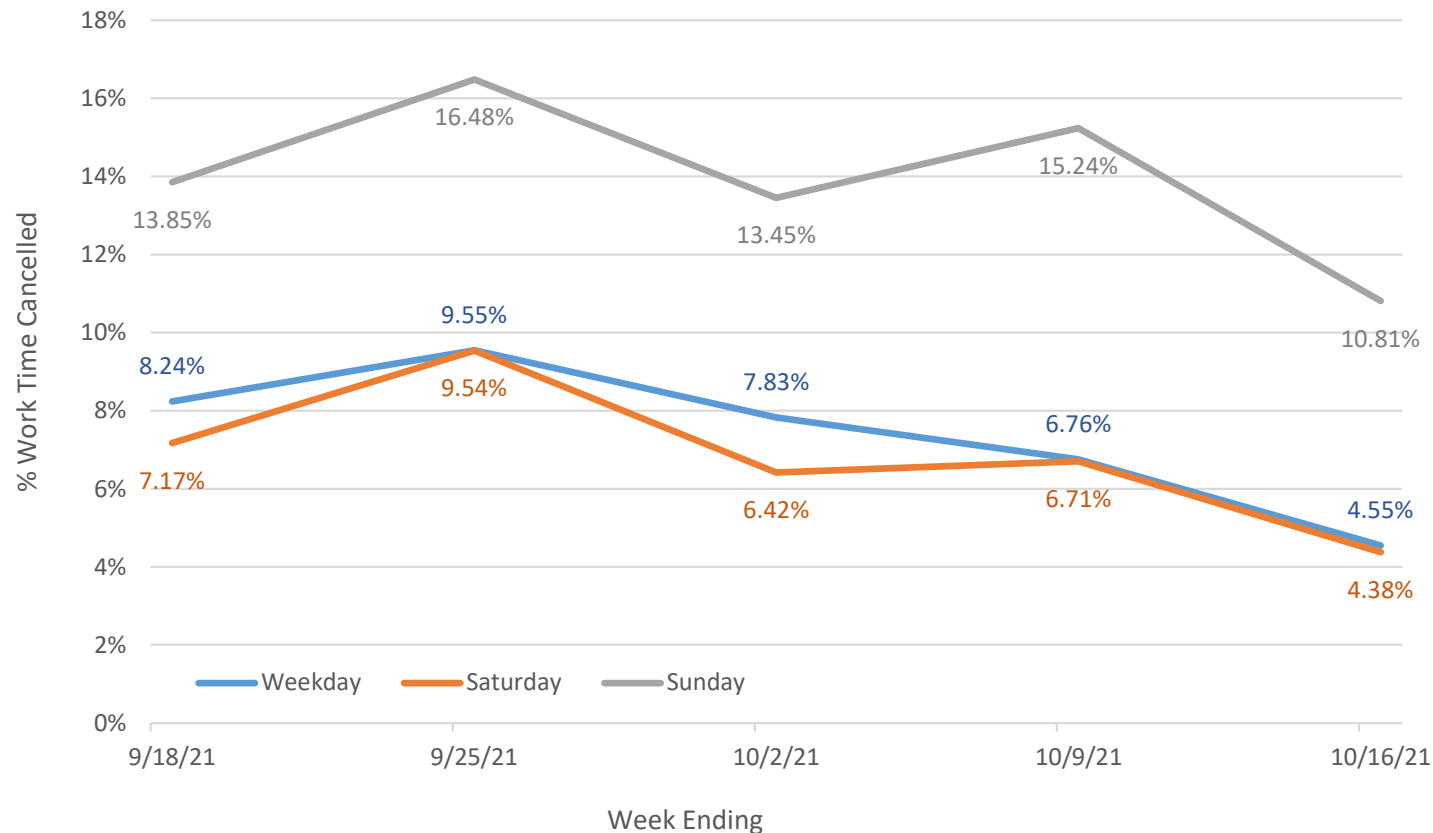
	Pre- COVID-19	Start of COVID-19																			
Ridership	Feb-20	Mar-20	April-20	May-20	June-20	July-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sept-2021	Oct Wk 1
TOTAL	1,192,940	756,222	363,803	434,056	518,864	545,437	560,483	587,191	598,980	592,957	538,058	489,059	537,508	569,407	621,967	645,305	678,432	712,298	767,917	827,106	881,008

- September 2021 - Additional 500K to restore 7.0M annual Revenue Service Hours
- Phase III of NextGen Implementation
- Customer service and support, including on street ambassadors, printed timetables and service change notices

# Ridership and Service Hours (June - September 2021)



# Bus Service Cancellation Update



- Pre-pandemic bus service cancellations averaged at about 1-2%
- Sunday 10/14/21 cancellation trended down to 9.23%
- Mitigations for Sunday cancellations:
  - Reduce COVID related quarantine time to OSHA standards
  - Right size construction related weekend bus bridges for Crenshaw/LAX and Regional Connector
  - Develop operator recognition, appreciation and employee engagement programs
  - Developed real time cancellation alerts to public



# Operator Hiring Update

## Bus Operators

- 2,937 applications received to date
- 531 hires to date
- Two classes in October 2021 (10/12 & 10/26)
- Classes are 9 weeks long

## MicroTransit Operators

- 1,128 applications received to date
- 146 hires to date (target: 147 operators)
- Recruitment closed on 9/17/21
- One class scheduled in October 2021 (10/25)
- Classes are 3 weeks long



# Industry Wide Workforce Challenges

## Update

- The Transportation Industry is experiencing nation wide challenges on retention of bus operators
- A recent survey of over 50 agencies revealed that 22 are experiencing a 10%-30% shortage



# Incentive Efforts & Next Steps

## Tactics

- Operator referral program (\$500)
- Operator sign-on bonus program (\$1,000)
- 653 applications received since the incentive program launched
- Continuation of media buy
- Bus/rail king ads and wraps, banners at Divisions and locations, and decal installation on non-revenue vehicles

## Next Steps

- Metro will continue to proactively focus efforts and resources to continue to attract, recruit, hire and train applicants to deliver planned service to our customers




**WANT TO EARN \$500?**


Refer friends, family and community members to work for Metro! If you know someone who would be fit for a job here, send them our way and earn \$500 per referral.




Scan the QR code or visit [metro.net/referral](https://metro.net/referral) for the guidelines and FAQs on this program.




**Great hourly pay**  
Start at \$17.75 per hour as a bus operator, with incremental pay rate increases up to \$27.31.




**Full benefits**  
Metro offers medical and dental insurance, plus retirement plan options.



**Part time**  
Part time with potential to become full time.



**Unionized**  
Your safety and stability are union-represented.



**Room to grow**  
Opportunities for trainings and to move up in your career.



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

## Board Report

File #: 2021-0550, File Type: Contract

Agenda Number: 24.

**REVISED**  
**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE**  
**OCTOBER 21, 2021**

**SUBJECT: CONTRACT MODIFICATION - LA COUNTY DEPARTMENT OF HEALTH SERVICES  
C3 HOMELESS OUTREACH TEAMS HOME AT LAST (HAL) SHELTER BED PILOT  
EXTENSION**

**ACTION: APPROVE RECOMMENDATIONS**

### **RECOMMENDATION**

AUTHORIZING the Chief Executive Officer to execute Amendment No. 4 to the Letter of Agreement for Multidisciplinary Street-Based Engagement Services (Contract No. MO136727000-32385), to include extending the homeless shelter bed program (Home At Last (HAL)) through ~~June 30~~ January 31, 2022, for outreach team enhancements and capabilities ~~consistent with Board Motion 26.2 (File #2021-0190)~~, in an amount not-to-exceed ~~\$3,708,000~~ \$1,250,000, increasing the total cost from \$26,200,000, to ~~\$29,908,000~~ \$27,450,000, inclusive of administrative fees and other pilot initiatives.

### **ISSUE**

In response to the broader LA County homeless crisis, the C3 homeless outreach teams provide coordinated and responsive outreach services to Metro riders who need refuge and shelter and then ultimately link them to interim and permanent housing. In order to provide the C3 homeless outreach teams with additional shelter bed resources, Amendment No. 4 is required. Staff intends to aggressively provide greater homeless outreach services with this initiative, which will provide wrap-around shelter resources system-wide in efforts to enhance the customer experience for Metro patrons. Shelter space is limited and competitive as outreach teams throughout the city and county utilize DHS-approved shelters. ~~Board Motion 26.2 supports funding in the amount of \$2 million for short-term shelter, and~~ The Metro Customer Experience Plan supports \$4.75 1.25 million for the ~~same this~~ effort. Consequentially, Metro engaged in a four (4) month homeless shelter bed pilot program effective March 1, 2021 - June 30, 2021, which showed preliminary positive results. Subsequently, Amendment No. 3 extended the shelter bed pilot program only through August 31, 2021, due to limited funding with the intent to gather more data on the effectiveness of this initiative while providing essential housing. As data continues to become available to assess the pilot program's effectiveness, Amendment No. 4 seeks to extend the shelter bed pilot program through ~~April 30~~ January 31, 2022, until a longer-term determination can be made. Preliminary data indicates that the extension of this HAL-centered shelter bed pilot program contributes to enhancing the

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customer experience. and prevents the eviction of current residents placed who may return to Metro for shelter.

If Metro's pilot with HAL is concluded by April 30, 2022, based on the results of the program's evaluation, remaining (60) sixty days will be utilized to transition the residents into other housing options in coordination with the DHS. In the event that Metro determines to continue the HAL program, the sixty days will be used to prepare for FY23 funding support without evicting the residents. As such, the pilot ends April 30, 2022, but the Amendment is effective until June 30, 2022.

If Metro determines to end the HAL Bed Program, Metro staff will coordinate with HAL to provide a 30-day notification to shelter residents and aide in seeking relocation opportunities if available by January 31, 2022, to prevent a recurrence of homelessness conditions of the residents.

## ..Background **BACKGROUND**

Metro has pivoted to respond to impacts from COVID-19 and the growing homelessness crisis. According to the January 2020 Greater Los Angeles Point-in-Time Count, the County of Los Angeles saw a rise to 66,436 people experiencing homelessness, a 12.7% increase from 2019. The City of Los Angeles saw a rise to 41,290, a 16.1% increase from 2019. At the onset of COVID-19, in April 2020, Metro implemented Operation "Shelter the Unsheltered" at five stations to address increased numbers of homeless persons using trains for shelter. The Operation is a collaborative outreach engagement effort among Metro partners: Metro Transit Security, Metro contracted Law Enforcement partners, the LA County Department of Health Services, The Dream Center, and LA DOOR outreach teams. The Operation has proven to be successful, and as a result, the total number of individuals housed from April 1, 2020, through August 9, 2021, was 885. Prior to COVID-19, there was a lack of available shelter space and 24-hour operating shelters county-wide. The lack of available shelter space persists and is exacerbated due to required COVID-19 testing, quarantines, and social distancing protocols implemented within shelters.

## **DISCUSSION**

Daily, the PATH (C3) teams survey the people coming off trains at off-boarding sites and track the number of people experiencing homelessness who are willing to accept a shelter bed if one is available. Please note that PATH's person-centered approach results in some sites being rejected because of where the shelter is located. For example, some people experiencing homelessness may have had traumatic experiences in certain neighborhoods and will not take a bed in those neighborhoods. As a result, this amounts to a caring and logistical reality that determines housing options only if a bed were available in an area the person is willing/able to accept and conveniently travel to gain access. Strategically, PATH will leverage HAL as a resource to address this challenge and continue working with the HAL team and DHS to ensure that HAL guests are receiving appropriate case management support levels. Further, this coordination will result in freeing the PATH teams to concentrate on targeted areas at Metro sites, maximizing outreach to those still on the system, which has a direct benefit to the customer experience. Notably, PATH has significantly increased the number of persons being sheltered at a rate that far exceeds their ability prior to the HAL pilot. For example, PATH & HAL teams filled the 80 beds in less than two weeks, and the

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expectation is that this level of support will continue into the fall and winter months. Overall, preliminary research indicates that the availability of HAL beds serves as a force multiplier resource aid to the PATH teams in fulfilling their mission to help provide needed services throughout LA Metro's transit system.

The Home at Last table below is data reported for the pilot shelter bed program which began March 1, 2021. The forty persons (20%) that transitioned to other resources were also linked to income/benefit resources such as General Relief, SSI, Cal Fresh, SSDI, Medi-Cal, Medicare, and LA Care. The current occupancy as of the date of this report is sixty-seven residents, and the average length of stay is thirty-one days. See Attachment "A"- Home At Last Table.

Metro staff will share the report of the evaluation of the HAL bed program with either a recommendation to continue the program for the remainder of the fiscal year or cease its implementation in the January 2022 Board cycle. Metro staff is further taking action to consult with PSAC members advising of this pilot initiation for their consideration

### **DETERMINATION OF SAFETY IMPACT**

The authorization of the amendments to the Letter of Agreement for Home At Last shelter beds will provide funding to extend the shelter bed program. This will also significantly improve the responsiveness of PATH teams to continue services while HAL provides the wrap-around services that would otherwise demand PATH outreach time away from the Metro system, reducing their total effectiveness.

### **FINANCIAL IMPACT**

The increase of ~~\$3,408,000~~ \$1,250,000 is included in the FY2022 budget for these services and programs. Funding for the contract increase will come from federal, state, and local sources, including sales taxes and fares that are eligible for bus and rail capital and operating projects.

The FY22 Adopted Budget includes \$1,250,000 funds from the Customer Experience Department/Office of the CEO Cost Center 2010, Account 50316, Project 306001, and will be transferred to the SSLE's Homeless Outreach & Strategic Planning cost center 2614, Account 50316, Project 306001.

The FY22 Adopted Budget includes support for Board motion 26.2 Section 2(b), which identified \$5,000,000 for increased shelter services, of which \$2,458,000 will be apportioned in support of this agreement and will be transferred to the SSLE's Homeless Outreach & Strategic Planning cost center 2614, Account 50316, Project 306001.

### **EQUITY PLATFORM**

The purpose of this Action is to advance Metro's interests in homeless outreach and engagement to impact the lives of marginalized persons experiencing homelessness on the Metro system. The two-month extension of the shelter bed pilot program will provide the PATH outreach teams with an additional shelter option to house single men, women, and transgender people experiencing

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homelessness, and provide additional data to determine the impact of the pilot shelter bed program. The outcome of this initiative will support opportunities consistent with Metro's Equity Goals related to housing and employment benefiting marginalized groups. There is no assessed harm or burden by this decision to any marginalized group.

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

The program described supports goals 2.3 and 3.4 of Metro's Vision 2028 Strategic Plan. and Board Motions 26.2 and 37 (File #:2020-0429; (B) (6)). Goal 2.3 improves customer satisfaction at all customer touchpoints, and goal 3.4 of playing a strong leadership role in efforts to address homelessness in LA County.

### **ALTERNATIVES CONSIDERED**

The Board may decline to approve the amendments. This alternative is not recommended as it will reduce shelter beds available to our C3 teams aiding clients off the Metro System in need of transitional housing.

### **NEXT STEPS**

Upon Board approval, staff anticipates executing the Amendment to the Letter of Agreement for Home At Last shelter beds with the Los Angeles County Department of Health Services and continues providing homeless outreach services system-wide in tandem with C3 homeless outreach teams.

### **ATTACHMENTS**

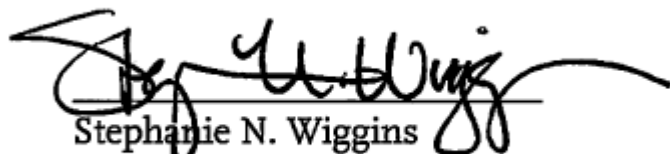
Attachment A - Home At Last Table

Attachment B - Rapid Equity Assessment

Attachment C—Board Motion 26.2

Prepared by: Joyce Burrell Garcia, Project Manager Homeless Outreach & Strategic Planning, System Security and Law Enforcement, (213) 922-5551

Reviewed by: Judy Gerhardt, Chief System Security and Law Enforcement Officer, (213) 922-4811



Stephanie N. Wiggins  
Chief Executive Officer



# ATTACHMENT A

Home At Last (HAL) Metrics		
March 1, 2021 - August 31, 2021		
Total Enrollments:	204	Percentage
Total Exits: *	102	50%
Transition to other Resources: **	40	20%
<p><b>Exits:</b> * Terminated, missing in action, left voluntarily, deceased, incarcerated.  <b>Transition to other Resources:</b> ** Family reunification, other interim housing, permanent housing, higher level of care, medical.</p>		

Metro believes that access to opportunity should be at the center of decision-making around public investments and services. This Rapid Equity Assessment tool is a set of questions to assist Metro staff in identifying and prioritizing equity opportunities. An “Equity Opportunity” is a decision that is designed to enhance positive impacts or reduce negative impacts for historically marginalized communities or others facing disparities in access to opportunities.

**How should you use the Assessment?** All questions should be answered to the best extent possible before a decision is made. If you answer “no” to Question one or cannot identify burdens under Question three, please contact your Department’s Equity Liaison immediately for assistance. The Assessment should be completed by a diverse group within the project team, including staff with a variety of experiences, knowledge, backgrounds, and skillsets. **This form is available on Metro’s SharePoint under “Equity and Race.” Whenever possible, staff should complete and submit the online version of the Rapid Equity Assessment. The answer to Question seven should be included in any report, including a board report, or other document explaining the decision or recommendation.** It is recommended that the REA is completed early to ensure sufficient time for completion as well as review and feedback by the *Office of Equity and Race*. Email your Department’s Equity Liaison for assistance in using the tool.

**What is “Equity”?** Equity is both an outcome and a process to address racial, socioeconomic, and gender disparities, to ensure fair and just access – with respect to where you begin and your capacity to improve from that starting point – to opportunities, including jobs, housing, education, mobility options, and healthier communities. It is achieved when one’s outcomes in life are not predetermined, in a statistical or experiential sense, on their racial, economic, or social identities. It requires community informed and needs-based provision, implementation, and impact of services, programs, and policies that reduce and ultimately prevent disparities.

Equity means that Metro’s service delivery, project delivery, policymaking, and distribution of resources account for the different histories, challenges, and needs of communities across Los Angeles County; it is what we are striving towards.

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**Department and Equity Liaison**

Imelda Hernandez

*Don’t know your Equity Liaison? Click [here](#).*

**Legistar File ID (if applicable):**

Click or tap here to enter text.

**Team Members (Lead and Support):**

Aston T. Greene & Joyce Burrell Garcia

**Proposed Action Title:** C3 PATH Shelter the Unsheltered Extension

**Proposed Action Summary**

**Approve Funding Increase to Support Shelter Beds**



Los Angeles County  
Metropolitan Transportation Authority

**Metro**

# Rapid Equity Assessment

## 1. Will the decision being made impact any of the following groups?

Will these impacts be employee or public facing? ☒ Employee ☒ Public

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Black, Indigenous, and/or People of Color   | <input checked="" type="checkbox"/> Other marginalized communities or communities facing disparities (Limited English Proficiency, LGBTQ+, women, Older Adults, etc.) |
| <input checked="" type="checkbox"/> Low Income Households (Avg. income < \$35K) | <input checked="" type="checkbox"/> Minority or Women Owned Businesses, Disadvantaged Business Enterprises, or Disabled Veterans Business Enterprise                  |
| <input checked="" type="checkbox"/> People with disabilities                    |   |
| <input checked="" type="checkbox"/> Equity Focus Communities (See page 4)       |   |

## 2. Who will benefit from this decision? Are there barriers that will prevent some people from benefiting from this decision? (Ex: physical ability, affordability, etc.) Also explain the benefits of the decision.

The people that will benefit from this decision directly will be single male, women and transgender people experiencing homelessness on metro's system. Employees and the public will benefit indirectly.

## 3. Who may be harmed or burdened by this decision, even if unintentionally? (Ex: certain users of the service, people living along the project area, etc.)

No foreseeable harm or burden to any marginalized or vulnerable groups.

## 4. How will this improve equity outcomes? Are there any positive impacts for marginalized or vulnerable groups? Will this reduce negative impacts?

The Home at Last shelter bed program will provide a positive impact to employees and the public in a manner of allowing Metro's outreach partners (PATH) the ability to have dedicated beds to place people experiencing homelessness on the Metro system in to shelter.

Yes, it will reduce negative impacts by removing barriers for marginalized or vulnerable groups to obtain permanent housing.

## Rapid Equity Assessment

**5. What are your strategies to mitigate any potential negative consequences of this decision?**

Please include specific examples related to community engagement, messaging, outreach, etc. If unknown now, revisit this tool if unintended negative consequences occur.

Metro has established a homeless outreach & engagement unit/team to monitor the impacts of this program. For example: regular meetings and KPIs are reviewed by the project management staff.

**6. What community engagement and data informed your REA and how will you proceed to ensure equitable outcomes?** Discuss how community members, including those more vulnerable to negative impacts, were and will continue to be engaged, and how you will track impacts to impacted people over time.

In addition to Metro's homeless outreach count, we also collaborate with the Department of Mental Health, PATH, LA Door, Dream Center and other community based organizations.

**7. Summarize the impacts of your action, including potential benefits (Q2) and burdens (Q3) to marginalized or vulnerable groups, ability to improve equity outcomes (Q4), mitigation strategies, if needed, (Q5), and data and community engagement considerations (Q6).**

*Use this summary for any report, including a board report, or other document explaining the decision or recommendation.*

The impact is consistent with the goals of Metro's Homeless Action Plan which includes Research, Education, Coordination, Outreach to enhance ridership, improve public safety, and provide supportive services to unsheltered passengers. [See LOA # 4 Board Report]

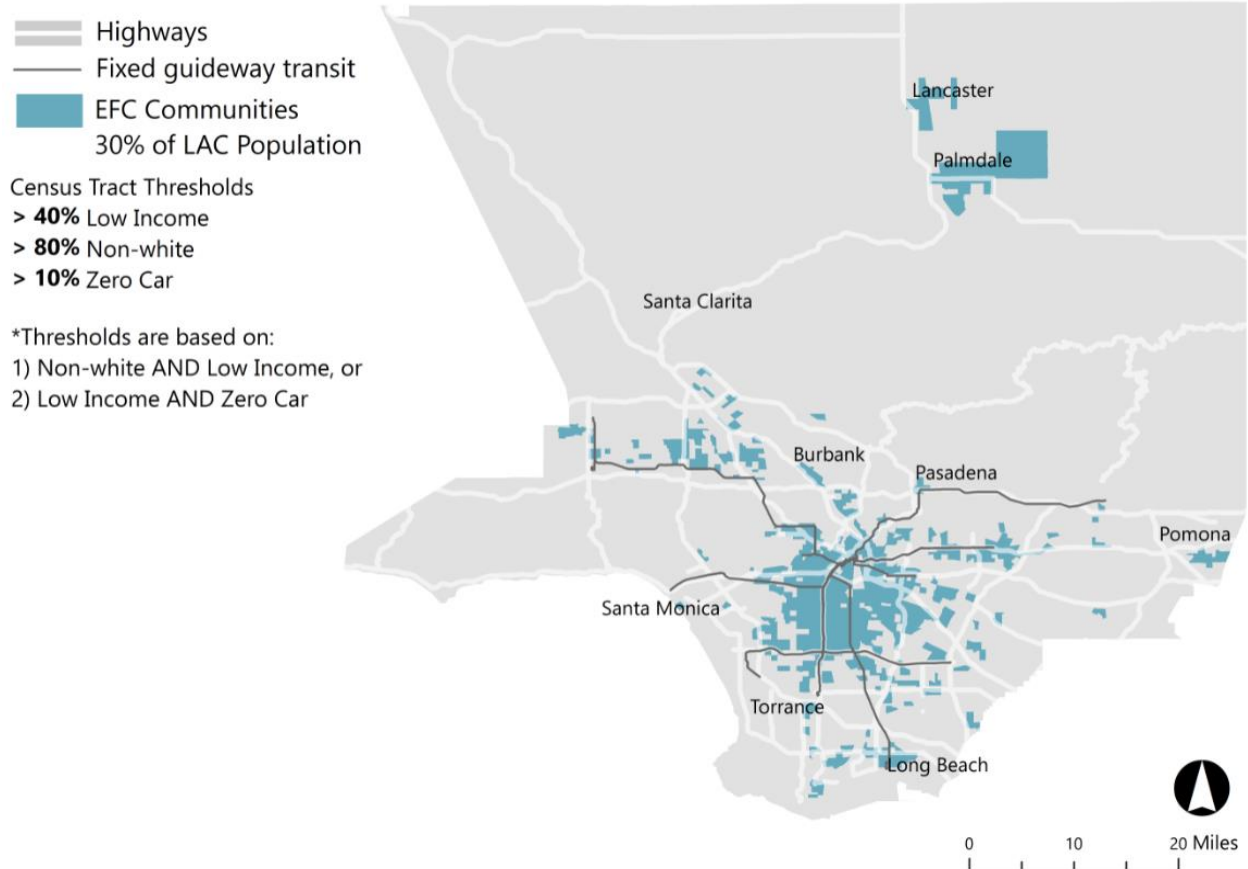
# Rapid Equity Assessment

For internal purposes only.

	Status	Comment
<input type="checkbox"/>	Reviewed, no concerns	
<input type="checkbox"/>	Reviewed, need more information.	
<input type="checkbox"/>	Reviewed, pull for further discussion.	

# Rapid Equity Assessment

Equity Focus Communities Map



**Acknowledgements:** This tool was developed with inspiration and borrowing from the “COVID-19 Equity Framework and Rapid Response Tool” from the City of San Antonio Office of Equity and the “EOC Equity Framework” from the City of Denver.



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.

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**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

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- 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



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that extends beyond December 31<sup>st</sup> 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.

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## **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)

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

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

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

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**Report No. 22-AUD-02**

**September 13, 2021**





**Metro**

**Los Angeles County  
Metropolitan Transportation Authority**

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

213.244.7300 Tel  
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**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.



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### 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](mailto:ZhengY@metro.net) or me at [GormanK@metro.net](mailto: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 9<sup>th</sup> 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**

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**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**

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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 LBDP 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, LBDP 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**

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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**

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**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.

**LBPD**

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 (FY19) of the contract.

According to our discussion with the Senior Manager, Contract Administration, Metro payment of fringe benefits to LAPD and LBPD employees are based on the applicable MOUs with LAPD and LBPD 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 LBPD to approve adjustments related to the contract between Metro and LBPD in the amount of \$3.2 million. It was anticipated that the estimated charges be covered under the existing Metro LAPD and LBPD 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**

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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.

**LBPB**

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 LBPB personnel found two officers working on the Metro contract who did not have 18 months of law enforcement experience. LBPB 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.

LBPB 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**

<b>Contract Year</b>	<b>Contract Budget Per Year</b>	<b>Amount Invoiced</b>	<b>Amount Over/Under Budget</b>
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		
<b>TOTAL</b>	<b>\$369,330,499</b>	<b>\$257,588,298</b>	

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

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

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

<b>Revised Contract Budget</b>	<b>Total Invoiced as of 4/1/21</b>	<b>Total Contract Budget Remaining</b>	<b>Percentage of Available Funds Remaining</b>
\$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**

<b>Contract Year</b>	<b>Contract Budget Per Year</b>	<b>Amount Invoiced</b>	<b>Amount Over/Under Budget</b>
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		
<b>TOTAL</b>	<b>\$246,270,631</b>	<b>\$159,091,656</b>	

**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**

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

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

<b>Revised Contract Budget</b>	<b>Total Invoiced as of 4/1/21</b>	<b>Total Contract Budget Remaining</b>	<b>Percentage of Available Funds Remaining</b>
\$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**

<b>Contract Year</b>	<b>Contract Budget Per Year</b>	<b>Amount Invoiced</b>	<b>Amount Over/Under Budget</b>
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		
<b>TOTAL</b>	<b>\$30,074,628</b>	<b>\$20,105,970</b>	

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

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

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

<b>Revised Contract Budget</b>	<b>Total Invoiced as of 4/1/21</b>	<b>Total Contract Budget Remaining</b>	<b>Percentage of Available Funds Remaining</b>
\$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 LBPd 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 LBPDP contract that does not address the use of LBPDP personnel on a full-time basis. However, as LBPDP 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 LBPDP 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**

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

**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.	<b>X</b>	<b>N/A</b>	<b>X</b>
7. Officers must attend a LACMTA safety training,	<b>X</b>	<b>X</b>	<b>X</b>
8. Officers within the first six months of assignment, must complete a 4-hour "Transit Policing"	<b>X</b>	<b>X</b>	<b>X</b>
9. All supervisors and managers must have completed department training equivalent to supervisory and/or advanced POST courses.	<b>N/A</b>	<b>X</b>	<b>N/A</b>

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**

<b>REPORTS REQUIRED (SECTION 2.1)</b>	<b>LAPD</b>	<b>LASD</b>	<b>LBPd</b>
1. Weekly schedule for each watch or shift. Must include each employee's name, actual hours worked, assignment and rank	<b>X</b>	<b>X</b>	<b>X</b>
2. Daily summary of work activity for each employee	<b>X</b>	<b>N/A</b>	<b>N/A</b>
3. Watch Commander Summary of Major Events of the day	<b>N/A</b>	<b>N/A</b>	<b>X</b>
4. Monthly summary of crime activity, citations issued, arrests made	<b>X</b>	<b>X</b>	<b>X</b>
5. Monthly summary of commendations and complaints	<b>X</b>	<b>X</b>	<b>X</b>
6. The number of cases referred for follow-up investigation and the subsequent disposition	<b>X</b>	<b>X</b>	<b>N/A</b>
7. Monthly report on the number of Part 1 crime cases referred for follow-up investigation and the subsequent disposition	<b>N/A</b>	<b>N/A</b>	<b>X</b>
8. After-Action Reports following special operations, emphasis details and/or major incidents	<b>X</b>	<b>X</b>	<b>X</b>
9. Annual Community Policing Plan	<b>X</b>	<b>X</b>	<b>X</b>
10. Monthly summary of Problem Oriented Policing projects	<b>X</b>	<b>X</b>	<b>X</b>
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)	<b>N/A</b>	<b>N/A</b>	<b>X</b>
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)	<b>X</b>	<b>X</b>	<b>N/A</b>

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](http://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 20021.

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

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# **X. APPENDICES**

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## 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
<b>LAPD should:</b>					
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
<b>LASD should:</b>					
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
<b>LBPD should:</b>					
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 addition 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"> <li>* Augment the “Billing and Inspection Unit”.</li> <li>* Increase Crime Analyst Personnel.</li> <li>* Reclassify the Sick/IOD/Subpoena Control Coordinator from Police Officer III to Management Analyst.</li> <li>* Convert HOPE Detail from overtime position to full-time positions.</li> <li>* Convert Bomb/K9 Unit from as needed to full-time positions; and</li> <li>* Enhance “Watch 3” staffing (overtime coverage).</li> <li>* Increase training budget for additional law enforcement personnel.</li> </ul>	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"> <li>* Increase “Reserve Overtime” for new positions.</li> <li>* Include “Premium Holiday Pay” in accordance with the respective labor agreements.</li> <li>* Include provisions for community outreach activities; and</li> <li>* Increase budget for office supplies.</li> </ul> <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
<b>LAPD FY20 – Special Events Total</b>		<b>\$793,960.10</b>

## 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
	<b>LAPD FY20 Enhanced Deployments Total</b>	<b>\$15,761,324.74</b>



## 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	
<b>LASD FY20 – Special Events/Enhanced Deployments Total</b>			<b>\$1,706,794.15</b>

*(\*) 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

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**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](mailto:22446@lapd.online)  
Sent via e-mail

Robert Green  
Deputy Chief, Transit Services Bureau  
Los Angeles Police Department (LAPD)  
100 W. 1<sup>st</sup> 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

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**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

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### **Board of Directors**

Kathryn Barger  
Mike Bonin  
James Butts  
Jacquelyn Dupont-Walker  
Fernando Dutra  
Eric Garcetti  
Janice Hahn  
Paul Krekorian  
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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

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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 #:** 2021-0617, **File Type:** Informational Report

**Agenda Number:** 26.

Meeting\_Body

### **OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 21, 2021**

**SUBJECT: MONTHLY UPDATE ON TRANSIT SAFETY AND SECURITY PERFORMANCE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE Transit Safety and Security Report.

#### **ISSUE**

As of June 2021, Metro System Security & Law Enforcement (SSLE) revised and updated the performance data to improve accuracy and details related to KPIs for its multi-agency law enforcement deployment strategies provided by the Los Angeles Police Department (LAPD), Los Angeles County Sheriff's Department (LASD), and Long Beach Police Department (LBPd). To avoid discrepancies related to crime reclassifications and consistent with contract terms and conditions, SSLE will have all data submitted by the 15th of every month, which will provide ample time for staff to review, thereby providing the Board with complete and accurate data.

#### **BACKGROUND**

The System Security and Law Enforcement (SSLE) department entered into a multi-agency policing partnership in 2017 to increase the number of police on the Metro system to provide a greater, more visible "felt presence" of police to help deter terrorism and criminal activity on Metro buses and trains.

#### **DISCUSSION**

##### **LAW ENFORCEMENT CONTRACT COMPLIANCE**

The SSLE Administration and Compliance Unit continues to verify that all field Officers/Deputies on duty are tapping their Metro issued badge at all TAP machines when patrolling Metro buses, trains, and rail stations/corridors in efforts to maintaining high visibility and accountability of our contracted law enforcement services.

Upon reviewing the sample size from May 2021 to July 2021, an average of 13% of on duty Officer/Deputies were not displayed on the Metro TAP report. The discoveries were shared with the law enforcement partners while also requesting supporting information. After reviewing and



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discussing the supporting information, it was determined that the Officers/Deputies from the daily deployment schedule had indeed served at their respective details. It was reported that Officers/Deputies assigned to bus riding/patrolling were encountering problems due to Metro TAP machines on the buses being covered or made inaccessible due to Covid-19 protocols and the recent change in TAP requirements for bus riders.

The SSLE Administration and Compliance unit are proud to report complete compliance regarding attendance on the Metro system. We will continue to disseminate the messaging to our law enforcement contractors regarding the importance of the TAP function as it pertains to our contract performance reviews of the three (3) law enforcement contracts.

## **METRO TRANSIT SECURITY (MTS)**

### *Quality Service Audits*

For the month of August, MTS completed five (5) Quality Service Audits (QSA). MTS Supervisors contacted five internal/external partners to gain feedback on the performance of our officers. The audits reflected greatly exceeded and exceeded expectations for the services rendered by our officers.

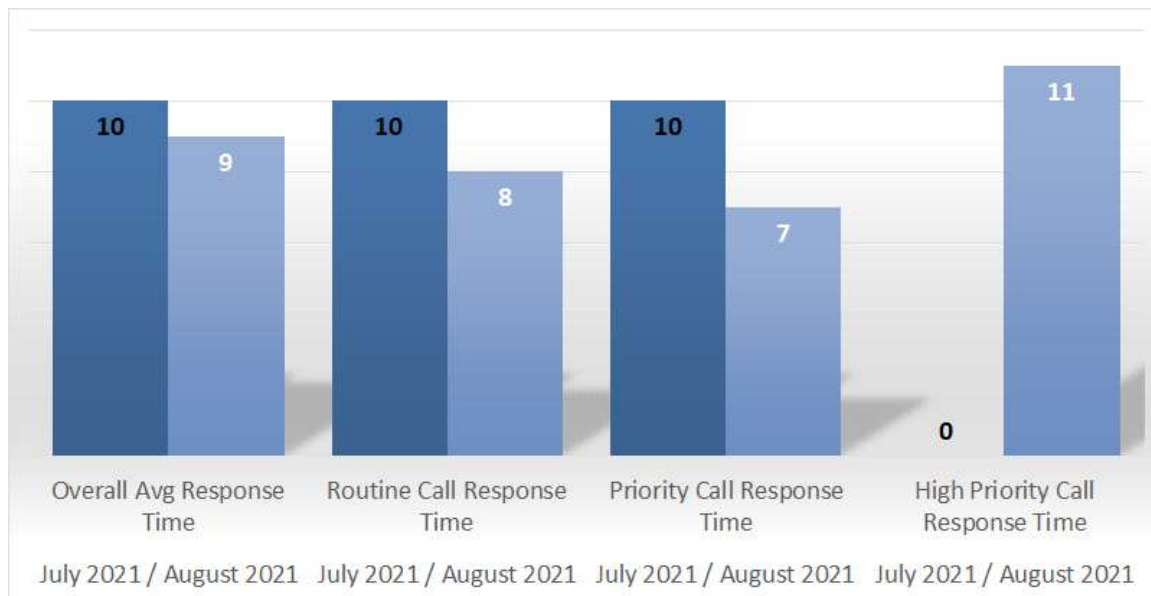
### *Training*

Our full-time training unit will begin a new Metro Academy Program (MAP) training program for five (5) new TSO I recruits on September 20, 2021. The MAP training program is comprised of in-house security training and Metro-mandated training. All the recruits will receive training in verbal de-escalation, three (3) FEMA NIMS (National Incident Management System ICS 100, 200, 700) training and certifications. The training also covers multiple topics, including Use of Force and De-escalation tactics, Customer Service, Implicit Bias, and Rail Safety.

### *Calls for Service*

For the month of August, Transit Security received 209 calls for service. The following is a breakdown of the call categories and response times.

- Routine: Transit Security received 87 calls and responded to 64 of them with an average response time of 8 minutes. The remaining calls were assigned to law enforcement, contract security, or other entities such as maintenance, Rail Operations Control, Bus Operations Control, local fire department, or elevator tech.
- Priority: Transit Security received 116 calls and responded to 90 of them with an average response time of 7 minutes. The remaining calls were assigned to law enforcement, contract security, or other entities such as maintenance, Rail Operations Control, Bus Operations Control, local fire department, or elevator tech.
- High Priority: Transit Security received 6 calls and responded to 3 of them with an average response time of 11 minutes. The remaining calls were assigned to law enforcement.



### *Commendations*

On August 25, 2021, while in performance of his duties, Metro Transit Security (MTS) Officer Ken Nguyen encountered an unresponsive subject on train car #581 at Hollywood and Highland Metro B-Line Station. Despite the potentially extreme biological hazards posed (including but not limited to exposure to the deadly and highly contagious SARS CoV-2 virus), he disregarded his own safety, and proceeded to perform CPR on the subject until the arrival of the Los Angeles City Fire Department (LAFD). After LAFD administered Narcan to the subject, he became responsive and was transported to a hospital.

Based on the totality of the circumstances, Officer Ken Nguyen's quick and decisive intervention likely prevented the death of a person who was experiencing an Opioid overdose. His selfless actions exemplify Metro's commitment to the unconditional preservation of all human life and are in keeping with the highest standards of this Department.

### *Spotlight of the Month*

On Sunday, August 29, 2021 at 0300 hours while MTS Officers Garcia and Santander were taking their lunch break, they observed a Toyota Tacoma traveling westbound on Cesar Chavez with considerable damage to its windshield, front driver side fender, and traveling on a rim as the tire had completely disintegrated. Officer Garcia notified Law Enforcement and continued with their lunch break. Upon completing their lunch break, the officers left the location and were traveling westbound on Cesar Chavez when they observed the above-mentioned vehicle had crashed into the Bank of America located on 2305 E. Cesar E. Chavez. The officers notified 911, who inquire if there was a driver in the vehicle.

Transit Security Officers Garcia and Santander checked the vehicle and observed a 29-year-old female at the wheel who was unconscious and breathing, the subject had one foot on the brake pedal, and the other on the accelerator, while the vehicle was on drive. Officer Garcia quickly turned

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off the vehicle and secured the key. The officers also observed three children ages 1, 2, and 5, seated in the back of the vehicle, two of whom were not wearing seatbelts.

The Transit Security officers stood-by for law enforcement LAPD, unit 4A53, arrived on scene and arrested the female for driving under the influence.

### **BUS OPERATIONS SECURITY**

In August, there were a total of eleven (11) assaults on bus operators, with five (5) assaults occurring in LAPD's jurisdiction and six (6) assaults occurring in LASD's jurisdiction. On average, there are approximately six (6) assaults on bus operators every month.

In August, there were a total of 10,274 bus boardings by LAPD officers and a total of 8,608 bus boardings by LASD deputies on various routes throughout the system. Between July and August, LAPD saw an increase in bus boardings of 1,347, and LASD saw a decrease in bus boardings of 234.

### **MOTION #35 UPDATES**

Contained within Motion 35 are the "Eight Can't-Wait" reforms for 'Use of Force' that are within Campaign Zero. Metro Transit Security is meeting and conferring with its unions to update our Use of Force Policy. The remaining agencies are working on the last few recommendations.

Metro's Transit Security draft Use of Force (UOF) Policy was sent to the AFSCME and Teamsters unions for review. Currently, both unions have their legal teams reviewing the policy. A meet and confer with AFSCME and Teamsters was held on

September 23, 2021. Further questions and discussions will be held in October after County Council provides feedback on the questions asked by the unions and their attorney. We will report back in November with an update.

LBPD's Use of Force Policy is undergoing a revision and is being reviewed by a community panel. This process is anticipated to be finished by late fall.

### **SEXUAL HARASSMENT**

Peace Over Violence performance metrics for the month of August 2021.

Performance Measure	August 2021 Number Served
Total Sexual Harassment Cases Contacting POV	0
Total Cases of Metro Located Sexual Harassment Contacting POV	0
Total Number of Metro Riders Requesting Counseling Services	0
Total Number of Police Reports Filed or Intended to File	0
<b>Total Number of Active Cases</b>	0

### **EQUITY PLATFORM**

The new random Quality Service Audits (QSA) will provide a key assessment tool to help measure and enhance customer's perception of safety, security, customer service, and public sentiment towards MTS. Metro is tracking to ensure the selections provide a representative sampling of our customers, internal and external business partners, and stakeholders who interact with MTS personnel. The notable increase in people sheltered between June and August is assumed to be a result of an increase in active PATH staff serving people experiencing homelessness on the Metro system.

### **NEXT STEPS**

Staff will continue to monitor our law enforcement partners, private security, and Transit Security performance, monitor crime stats, and adjust deployment as necessary.

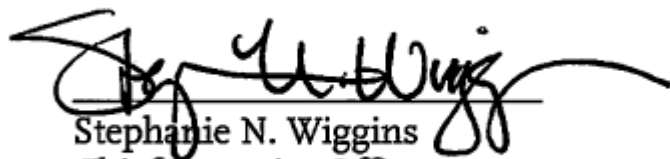
### **ATTACHMENTS**

Attachment A - Systemwide Law Enforcement Overview August 2021  
Attachment B - Sexual Harassment Calls for Service  
Attachment C - MTA Supporting Data August 2021  
Attachment D - Transit Police Summary August 2021  
Attachment E - Monthly, Bi-Annual, Annual Comparison August 2021  
Attachment F - Violent, Prop, and Part 1 Crimes August 2021  
Attachment G - Demographic Data August 2021

Prepared by: Jimmy Abarca, Senior Administrative Analyst, System Security and Law Enforcement, (213) 922-2615

Jennifer Loew, Transit Security Special Project Manager, System Security and Law Enforcement, (213) 923-4767

Reviewed by: Judy Gerhardt, Chief System Security and Law Enforcement Officer, (213) 922-4811



Stephanie N. Wiggins  
Chief Executive Officer

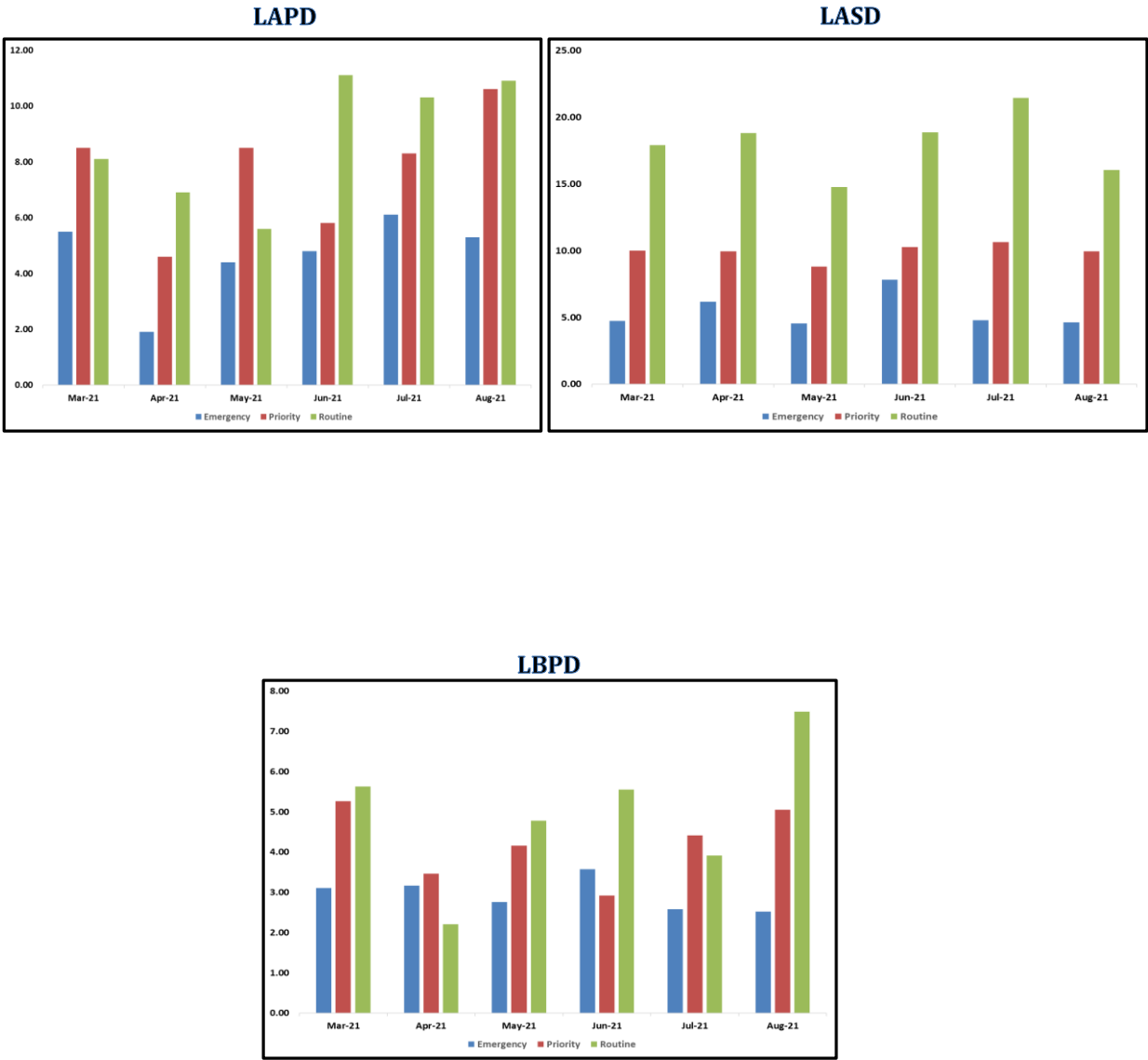
# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

AUGUST 2021

Attachment A

## Average Incident Response Times

These graphs show how long it takes (in minutes) for LAPD, LASD, and LBPd to respond to Emergency, Priority, and Routine calls

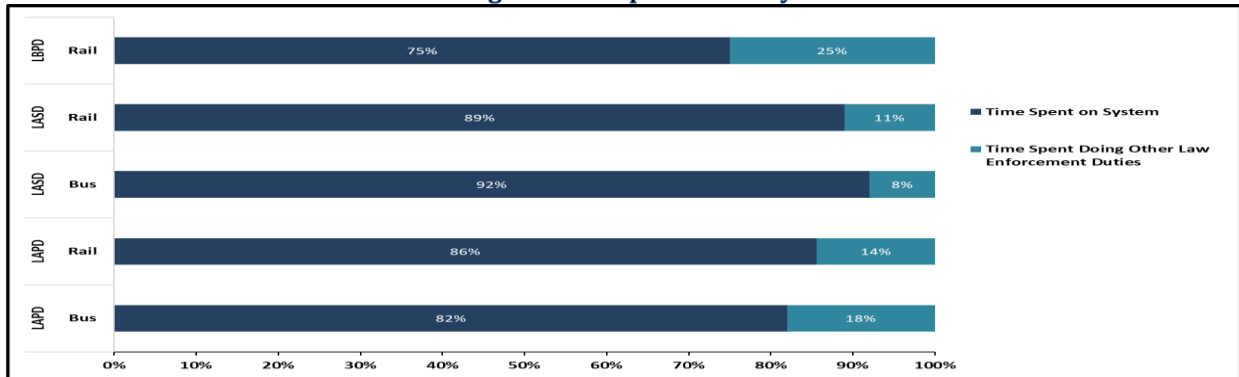


# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

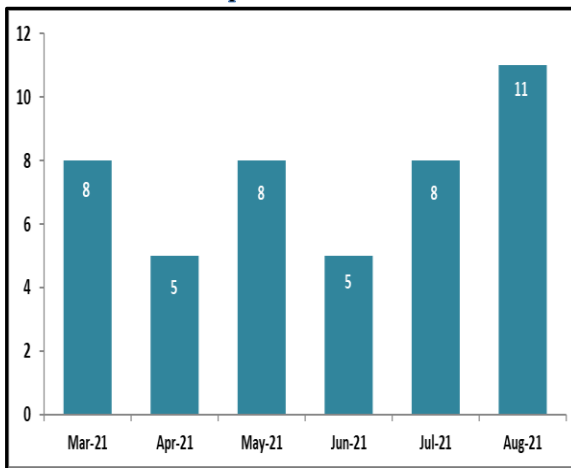
AUGUST 2021

Attachment A

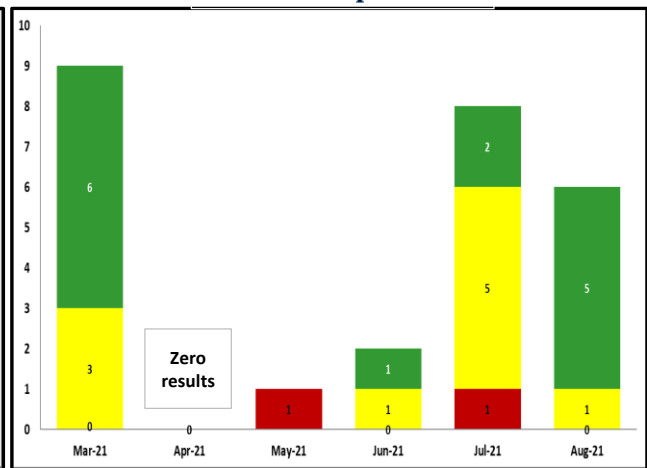
## Percentage of Time Spent on the System



## Bus Operator Assaults



## Fare Compliance



Green Checks- Occurs when a patron has valid fare

Yellow Checks- Occurs when a patron has valid fare, but did not tap at transfer station

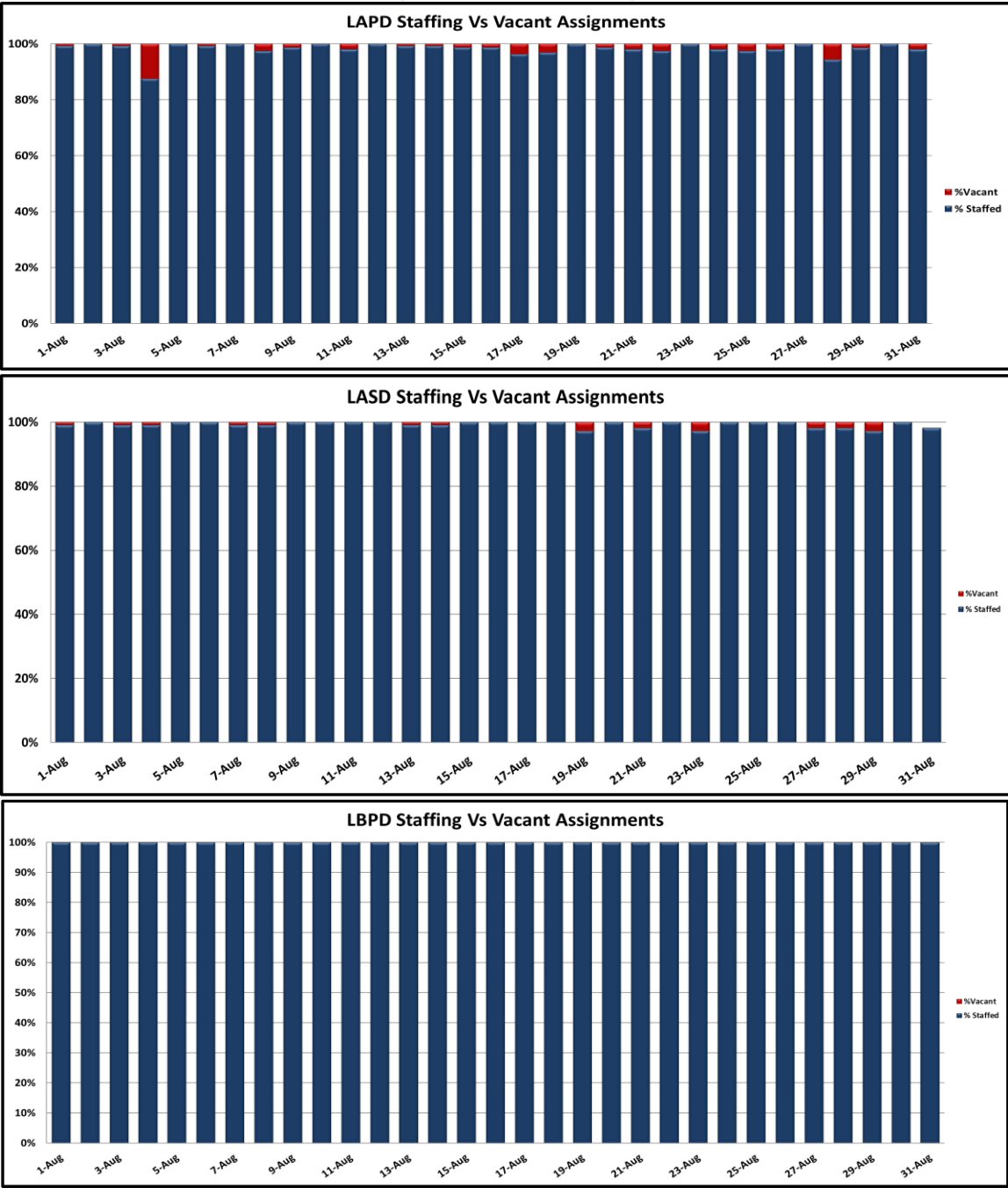
Red Checks- Occurs when a patron has invalid fare

# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

AUGUST 2021

Attachment A

## Ratio of Staffing Levels vs Vacant Assignments





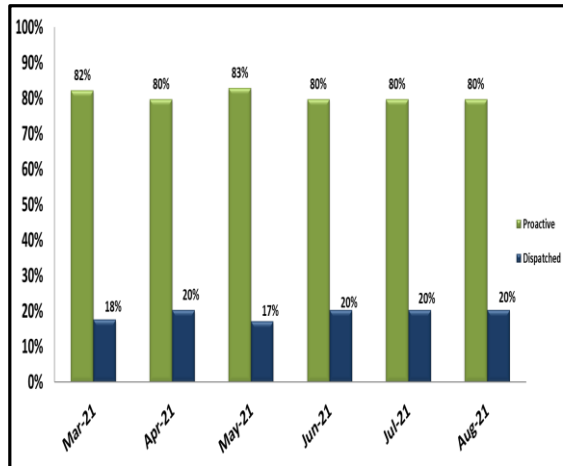
# SYSTEM-WIDE LAW ENFORCEMENT OVERVIEW

AUGUST 2021

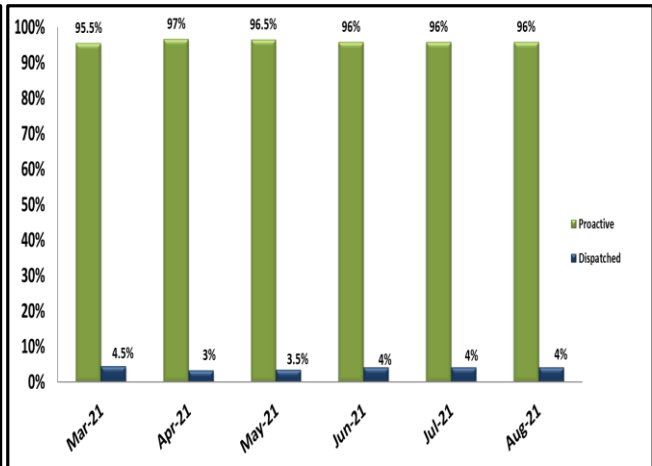
Attachment A

## Ratio of Proactive vs Dispatched Activity

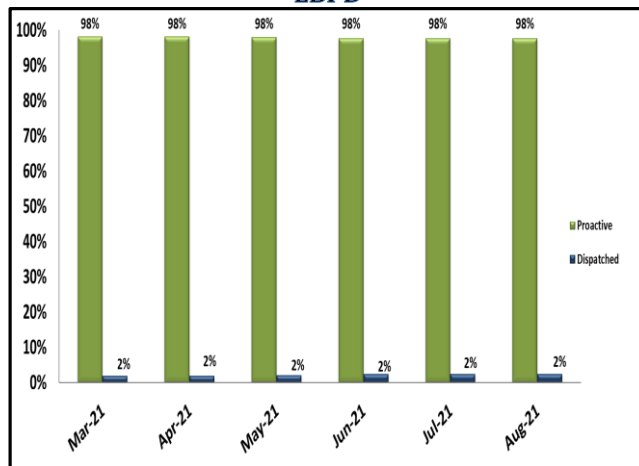
### LAPD



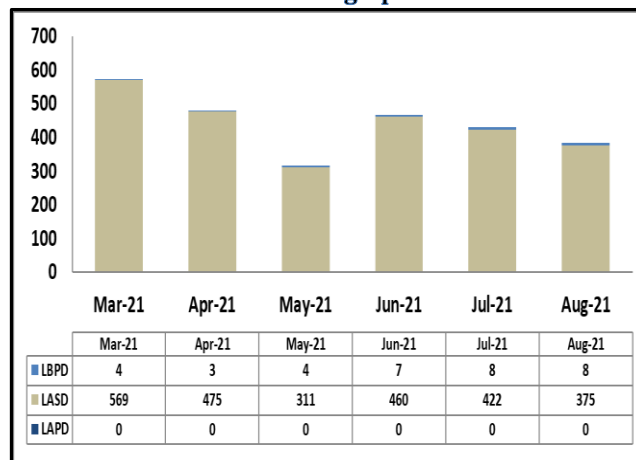
### LASD



### LBCPD



## Grade Crossing Operations



### Grade Crossing Operation Locations August:

1. Blue Line Stations (233)
2. Expo Line Stations (46)
3. Gold Line Stations (104)

**Sexual Crime/ Harassment Calls for Service (August 2021)**

<b>August 2021 Incident Type &amp; Totals</b>					
	LAPD	LASD	LPBD	MTS	SSLE
Sexual Harassment	0	0	0	3	3
Sexual Battery	6	2	0	3	11
Lewd Conduct	0	0	0	2	2
Incident Exposure	1	0	1	8	10
Rape	1	0	0	0	1
<b>TOTAL</b>	<b>8</b>	<b>2</b>	<b>1</b>	<b>16</b>	<b>27</b>

<b>POV Information Provided</b>	
	<b>August 2021</b>
YES	21
NO	6
Gone On Arrival	1
Did Not Have Info	2
Telephonic Report	0
Refused Card	1
Not Offered	2
<b>TOTAL</b>	<b>27</b>

<b>AUGUST 2021: DEPT. AVERAGE INCIDENT RESPONSE TIME SEX CRIME/ HARASSMENT MEASURED IN MINUTES</b>			
<b>Agency</b>	<b>Time Tracking: Incident Rpt. to Call Created</b>	<b>Time Tracking: Call Generated to on Scene</b>	<b>Time Tracking: Incident Rpt. to On Scene</b>
LAPD	0	47	47
LASD	1	10	11
LPBD	3	12	15
MTS	0	3	3
<b>DEPT. AVERAGE</b>	<b>0</b>	<b>22</b>	<b>22</b>

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME				
CRIMES AGAINST PERSONS	LAPD	LASD	LBPd	FYTD
Homicide	0	0	0	0
Rape	0	0	0	1
Robbery	2	0	1	5
Aggravated Assault	2	3	0	18
Aggravated Assault on Operator	0	0	0	0
Battery	1	6	2	15
Battery Rail Operator	0	0	0	0
Sex Offenses	0	0	1	2
SUB-TOTAL	5	9	4	41
CRIMES AGAINST PROPERTY	LAPD	LASD	LBPd	FYTD
Burglary	0	0	0	3
Larceny	3	0	0	6
Bike Theft	0	0	0	0
Motor Vehicle Theft	0	1	0	1
Arson	0	0	0	0
Vandalism	1	2	0	9
SUB-TOTAL	4	3	0	19
CRIMES AGAINST SOCIETY	LAPD	LASD	LBPd	FYTD
Weapons	0	0	0	0
Narcotics	0	0	0	1
Trespassing	0	3	0	4
SUB-TOTAL	0	3	0	5
TOTAL	9	15	4	65

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	1	0	0	2
Pico	2	1	0	4
Grand/LATTC	0	0	0	1
San Pedro St	0	0	0	1
Washington	0	1	0	6
Vernon	1	1	0	3
Slauson	1	0	1	2
Florence	1	1	0	4
Firestone	2	1	0	5
103rd St/Watts Towers	1	1	0	3
Willowbrook/Rosa Parks	2	0	0	10
Compton	1	0	2	5
Artesia	1	1	0	5
Del Amo	1	0	0	2
Wardlow	0	0	0	1
Willow St	1	0	0	3
PCH	0	0	0	0
Anaheim St	0	0	0	2
5th St	0	0	0	1
1st St	0	0	0	0
Downtown Long Beach	1	0	0	3
Pacific Av	2	0	0	2
Blue Line Rail Yard	0	0	0	0
Total	18	7	3	65

ARRESTS				
AGENCY	LAPD	LASD	LBPd	FYTD
Felony	1	6	0	20
Misdemeanor	2	23	0	66
TOTAL	3	29	0	86

CITATIONS				
AGENCY	LAPD	LASD	LBPd	FYTD
Other Citations	1	15	3	36
Vehicle Code Citations	0	2	98	177
TOTAL	1	17	101	213

CALLS FOR SERVICE				
AGENCY	LAPD	LASD	LBPd	FYTD
Routine	10	67	5	189
Priority	19	70	35	271
Emergency	3	11	7	50
TOTAL	32	148	47	510

DISPATCHED VS. PROACTIVE			
AGENCY	LAPD	LASD	LBPd
Dispatched	18%	2%	2%
Proactive	81%	98%	98%
TOTAL	99%	100%	100%

PERCENTAGE OF TIME ON THE RAIL SYSTEM	
Blue Line-LAPD	81%
Blue Line-LASD	81%
Blue Line-LBPd	75%

GRADE CROSSING OPERATIONS				
LOCATION	LAPD	LASD	LBPd	FYTD
Washington St	0	0	0	0
Flower St	0	0	0	0
103rd St	0	0	0	0
Wardlow Rd	0	0	8	16
Pacific Ave.	0	0	0	0
Willowbrook	0	60	0	115
Slauson	0	6	0	12
Firestone	0	7	0	13
Florence	0	19	0	46
Compton	0	51	0	112
Artesia	0	47	0	108
Del Amo	0	35	0	59
Long Beach Blvd	0	0	0	0
TOTAL	0	225	8	481

LEGEND
Los Angeles Police Department
Los Angeles County Sheriff's Department
Long Beach Police Department

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	1	7
Aggravated Assault	0	2	3
Aggravated Assault on Operator	0	1	1
Battery	1	1	5
Battery Rail Operator	0	0	0
Sex Offenses	0	1	1
SUB-TOTAL	2	6	17
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	1	0	2
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	3	5
SUB-TOTAL	1	3	7
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	1
Narcotics	0	0	0
Trespassing	0	0	0
SUB-TOTAL	0	1	1
TOTAL	3	10	25

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Redondo Beach	0	0	0	0
Douglas	0	0	0	0
El Segundo	0	0	0	1
Mariposa	0	0	0	1
Aviation/LAX	1	1	0	3
Hawthorne/Lennox	0	0	1	2
Crenshaw	2	0	0	3
Vermont/Athens	0	0	0	1
Harbor Fwy	0	0	0	0
Avalon	1	0	0	3
Willowbrook/Rosa Parks	3	0	0	3
Long Beach BI	0	2	0	5
Lakewood BI	0	0	0	0
Norwalk	1	1	0	3
Total	8	4	1	25

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	4	9
Misdemeanor	0	2	7
TOTAL	0	6	16

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	2	13
Vehicle Code Citations	0	3	3
TOTAL	0	5	16

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	2	140	251
Priority	8	60	124
Emergency	0	1	8
TOTAL	10	201	383

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	17%	5%
Proactive	83%	95%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Green Line-LAPD	89%
Green Line-LASD	93%

LEGEND	
Los Angeles Police Department	
Los Angeles County Sheriff's Department	

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	0	0	5
Aggravated Assault	4	1	6
Aggravated Assault on Operator	0	0	0
Battery	3	0	8
Battery Rail Operator	0	0	0
Sex Offenses	2	0	3
SUB-TOTAL	9	1	22
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	6	1	9
Bike Theft	0	0	0
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	1	0	2
SUB-TOTAL	7	1	11
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	1
Narcotics	0	0	0
Trespassing	0	0	1
SUB-TOTAL	0	0	2
TOTAL	16	2	35

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
7th St/Metro Ctr	0	0	0	1
Pico	0	0	0	0
LATTC/Ortho Institute	1	1	0	2
Jefferson/USC	1	0	0	1
Expo Park/USC	0	0	0	1
Expo/Vermont	1	1	0	4
Expo/Western	0	2	0	2
Expo/Crenshaw	1	0	0	3
Farmdale	1	3	0	5
Expo/La Brea	1	0	0	2
La Cienega/Jefferson	1	0	0	2
Culver City	0	0	0	0
Palms	0	0	0	0
Westwood/Rancho Park	1	0	0	2
Expo/Sepulveda	0	0	0	1
Expo/Bundy	1	0	0	2
26th St/Bergamot	0	0	0	0
17th St/SMC	0	0	0	2
Downtown Santa Monica	1	1	0	5
Expo Line Rail Yard	0	0	0	0
Total	10	8	0	35

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	2	1	5
Misdemeanor	0	0	3
TOTAL	2	1	8

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	0	1
Vehicle Code Citations	0	0	0
TOTAL	0	0	1

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	14	66	159
Priority	46	14	135
Emergency	3	1	8
TOTAL	63	81	302

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	17%	7%
Proactive	83%	93%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Expo Line-LAPD	87%
Expo Line-LASD	95%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Exposition Blvd	N/A	3	3
Santa Monica	N/A	40	74
Culver City	N/A	3	4
TOTAL	0	46	81

LEGEND	
Los Angeles Police Department	
Los Angeles County Sheriff's Department	

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	1	3
Robbery	1	4
Aggravated Assault	8	16
Aggravated Assault on Operator	0	0
Battery	17	31
Battery Rail Operator	0	0
Sex Offenses	2	7
SUB-TOTAL	29	61
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	10	21
Bike Theft	0	1
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	3	8
SUB-TOTAL	13	30
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	3	3
SUB-TOTAL	3	3
TOTAL	45	94

ARRESTS		
AGENCY	LAPD	FYTD
Felony	5	10
Misdemeanor	7	13
TOTAL	12	23

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	2	3
Vehicle Code Citations	1	4
TOTAL	3	7

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	27	47
Priority	163	302
Emergency	16	35
TOTAL	206	384

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	19%
Proactive	81%
TOTAL	100%

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Red Line- LAPD	85%

LEGEND
Los Angeles Police Department

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
Union Station	3	1	0	10
Civic Center/Grand Park	4	0	1	6
Pershing Square	4	1	1	7
7th St/Metro Ctr	0	1	0	4
Westlake/MacArthur Park	3	1	0	13
Wilshire/Vermont	1	1	0	5
Wilshire/Normandie	0	0	0	1
Vermont/Beverly	2	0	0	3
Wilshire/Western	0	0	0	5
Vermont/Santa Monica	1	0	0	2
Vermont/Sunset	0	1	0	3
Hollywood/Western	0	0	0	1
Hollywood/Vine	2	2	1	7
Hollywood/Highland	3	1	0	8
Universal City/Studio City	1	1	0	3
North Hollywood	5	3	0	16
Red Line Rail Yard	0	0	0	0
Total	29	13	3	94

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	1	0	2
Aggravated Assault	1	0	1
Aggravated Assault on Operator	0	0	0
Battery	2	0	6
Battery Rail Operator	0	0	1
Sex Offenses	0	0	2
<b>SUB-TOTAL</b>	<b>4</b>	<b>0</b>	<b>12</b>
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	6	0	9
Bike Theft	0	1	3
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	1	5	12
<b>SUB-TOTAL</b>	<b>7</b>	<b>6</b>	<b>24</b>
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	0	0
Trespassing	0	1	2
<b>SUB-TOTAL</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>TOTAL</b>	<b>11</b>	<b>7</b>	<b>38</b>

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	1	4
Misdemeanor	1	1	5
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>9</b>

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	3	4	15
Vehicle Code Citations	0	0	1
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>16</b>

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	11	166	312
Priority	24	64	189
Emergency	4	6	16
<b>TOTAL</b>	<b>39</b>	<b>236</b>	<b>517</b>

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	20%	7%
Proactive	80%	93%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
APU/Citrus College	0	2	0	3
Azusa Downtown	0	0	1	1
Irwindale	0	0	0	1
Duarte/City of Hope	0	0	0	2
Monrovia	0	0	0	3
Arcadia	0	0	0	1
Sierra Madre Villa	0	2	0	4
Allen	0	0	0	1
Lake	0	1	0	2
Memorial Park	0	0	0	0
Del Mar	0	0	0	1
Fillmore	0	0	0	1
South Pasadena	0	0	0	0
Highland Park	0	0	0	1
Southwest Museum	1	6	0	8
Heritage Square	1	0	0	1
Lincoln/Cypress	0	0	0	0
Chinatown	0	0	0	0
Union Station	1	0	0	2
Little Tokyo/Arts Dist	0	0	0	0
Pico/Aliso	1	0	0	2
Mariachi Plaza	0	0	0	0
Soto	0	0	0	2
Indiana (both LAPD & LASD)	0	1	0	1
Maravilla	0	0	0	0
East LA Civic Ctr	0	0	0	0
Atlantic	0	1	0	1
<b>Total</b>	<b>4</b>	<b>13</b>	<b>1</b>	<b>38</b>

PERCENTAGE OF TIME SPENT ON THE RAIL SYSTEM	
Gold Line-LAPD	86%
Gold Line-LASD	87%

GRADE CROSSING OPERATIONS			
LOCATION	LAPD	LASD	FYTD
Marmion Way	0	0	0
Arcadia Station	0	8	23
Irwindale	0	19	37
Monrovia	0	11	19
City of Pasadena	0	24	68
Magnolia Ave	0	0	0
Duarte Station	0	8	16
City Of Azusa	0	17	32
South Pasadena	0	4	13
City Of East LA	0	13	43
Figueroa St	0	0	0
<b>TOTAL GOAL= 10</b>	<b>0</b>	<b>104</b>	<b>251</b>

LEGEND	
Los Angeles Police Department	
Los Angeles County Sheriff's Department	

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	0	1
Aggravated Assault	1	3
Aggravated Assault on Operator	0	0
Battery	2	4
Battery Bus Operator	0	0
Sex Offenses	0	0
<b>SUB-TOTAL</b>	<b>3</b>	<b>8</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	0	0
Larceny	0	0
Bike Theft	0	0
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	1	1
<b>SUB-TOTAL</b>	<b>1</b>	<b>1</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	0	0
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>4</b>	<b>9</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	1	1
Misdemeanor	0	2
<b>TOTAL</b>	<b>1</b>	<b>3</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	0	0
Vehicle Code Citations	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	0	2
Priority	2	3
Emergency	0	0
<b>TOTAL</b>	<b>2</b>	<b>5</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	19%
Proactive	81%
<b>TOTAL</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
Orange Line- LAPD	87%

LEGEND
Los Angeles Police Department

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
North Hollywood	0	1	0	3
Laurel Canyon	0	0	0	1
Valley College	0	0	0	0
Woodman	0	0	0	0
Van Nuys	1	0	0	1
Sepulveda	1	0	0	1
Woodley	0	0	0	0
Balboa	0	0	0	0
Reseda	0	0	0	0
Tampa	0	0	0	0
Pierce College	1	0	0	2
De Soto	0	0	0	0
Canoga	0	0	0	0
Warner Center	0	0	0	0
Sherman Way	0	0	0	1
Roscoe	0	0	0	0
Nordhoff	0	0	0	0
Chatsworth	0	0	0	0
<b>Total</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>9</b>



MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	1
Robbery	0	0	0
Aggravated Assault	0	0	2
Aggravated Assault on Operator	0	0	0
Battery	0	0	1
Battery Bus Operator	0	0	0
Sex Offenses	0	0	0
SUB-TOTAL	0	0	4
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	2	0	3
Bike Theft	0	0	1
Motor Vehicle Theft	0	0	0
Arson	0	0	0
Vandalism	0	0	0
SUB-TOTAL	2	0	4
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	0	0
Narcotics	0	1	1
Trespassing	0	0	0
SUB-TOTAL	0	1	1
TOTAL	2	1	9

CRIMES PER STATION				
STATION	CRIMES AGAINST PERSONS	CRIMES AGAINST PROPERTY	CRIMES AGAINST SOCIETY	FYTD
El Monte	0	0	1	1
Cal State LA	0	0	0	0
LAC/USC Medical Ctr	0	0	0	0
Alameda	0	0	0	1
Downtown	0	0	0	1
37th St/USC	0	0	0	0
Slauson	0	2	0	2
Manchester	0	0	0	0
Harbor Fwy	0	0	0	1
Rosecrans	0	0	0	0
Harbor Gateway Transit Ctr	0	0	0	3
Carson	0	0	0	0
PCH	0	0	0	0
San Pedro/Beacon	0	0	0	0
Total	0	2	1	9

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	0	1	1
Misdemeanor	0	2	2
TOTAL	0	3	3

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	0	0
Vehicle Code Citations	0	0	0
TOTAL	0	0	0

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	1	5	8
Priority	1	1	3
Emergency	0	0	1
TOTAL	2	6	12

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	0%	17%
Proactive	0%	83%
TOTAL	0%	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
Silver Line- LAPD	0%
Silver Line- LASD	92%

Los Angeles Police Department
Los Angeles County Sheriff's Department

MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME			
CRIMES AGAINST PERSONS	LAPD	LASD	FYTD
Homicide	0	0	0
Rape	0	0	0
Robbery	6	0	12
Aggravated Assault	6	1	15
Aggravated Assault on Operator	2	2	6
Battery	26	5	48
Battery Bus Operator	3	3	11
Sex Offenses	1	1	5
SUB-TOTAL	44	12	97
CRIMES AGAINST PROPERTY	LAPD	LASD	FYTD
Burglary	0	0	0
Larceny	4	1	10
Bike Theft	1	0	4
Motor Vehicle Theft	0	2	2
Arson	0	0	0
Vandalism	2	5	17
SUB-TOTAL	7	8	33
CRIMES AGAINST SOCIETY	LAPD	LASD	FYTD
Weapons	0	1	1
Narcotics	0	0	9
Trespassing	0	0	0
SUB-TOTAL	0	1	10
TOTAL	51	21	140

LASD's Crimes per Sector		
Sector		FYTD
Westside	2	4
San Fernando	0	2
San Gabriel Valley	5	10
Gateway Cities	6	14
South Bay	8	15
Total	21	45

LAPD's Crimes per Sector		
Sector		FYTD
Valley Bureau		
Van Nuys	1	3
West Valley	1	1
North Hollywood	1	4
Foothill	1	3
Devonshire	2	2
Mission	2	2
Topanga	2	2
Central Bureau		
Central	12	19
Rampart	2	6
Hollenbeck	1	2
Northeast	1	2
Newton	0	2
West Bureau		
Hollywood	0	7
Wilshire	5	9
West LA	1	1
Pacific	3	3
Olympic	6	8
Southwest Bureau		
Southwest	6	6
Harbor	0	1
77th Street	2	8
Southeast	2	4
Total	51	95

ARRESTS			
AGENCY	LAPD	LASD	FYTD
Felony	1	8	16
Misdemeanor	4	35	79
TOTAL	5	43	95

CITATIONS			
AGENCY	LAPD	LASD	FYTD
Other Citations	0	49	114
Vehicle Code Citations	0	10	35
TOTAL	0	59	149

CALLS FOR SERVICE			
AGENCY	LAPD	LASD	FYTD
Routine	2	164	332
Priority	4	102	222
Emergency	1	8	12
TOTAL	7	274	566

DISPATCHED VS. PROACTIVE		
AGENCY	LAPD	LASD
Dispatched	20%	1%
Proactive	80%	99%
TOTAL	100%	100%

PERCENTAGE OF TIME SPENT ON THE BUS SYSTEM	
LAPD BUS	82%
LASD BUS	92%

LEGEND	
Los Angeles Police Department	
Los Angeles County Sheriff's Department	

# UNION STATION

## ATTACHMENT C

### MONTHLY UPDATE ON TRANSIT POLICING PERFORMANCE - AUGUST 2021

REPORTED CRIME		
CRIMES AGAINST PERSONS	LAPD	FYTD
Homicide	0	0
Rape	0	0
Robbery	5	6
Aggravated Assault	2	3
Aggravated Assault on Operator	0	0
Battery	13	22
Battery Rail Operator	0	0
Sex Offenses	1	1
<b>SUB-TOTAL</b>	<b>21</b>	<b>32</b>
CRIMES AGAINST PROPERTY	LAPD	FYTD
Burglary	1	2
Larceny	8	14
Bike Theft	0	1
Motor Vehicle Theft	0	0
Arson	0	0
Vandalism	1	2
<b>SUB-TOTAL</b>	<b>10</b>	<b>19</b>
CRIMES AGAINST SOCIETY	LAPD	FYTD
Weapons	0	0
Narcotics	0	0
Trespassing	4	5
<b>SUB-TOTAL</b>	<b>4</b>	<b>5</b>
<b>TOTAL</b>	<b>35</b>	<b>56</b>

ARRESTS		
AGENCY	LAPD	FYTD
Felony	12	12
Misdemeanor	10	10
<b>TOTAL</b>	<b>22</b>	<b>22</b>

CITATIONS		
AGENCY	LAPD	FYTD
Other Citations	1	2
Vehicle Code Citations	0	0
<b>TOTAL</b>	<b>1</b>	<b>2</b>

CALLS FOR SERVICE		
AGENCY	LAPD	FYTD
Routine	5	12
Priority	43	64
Emergency	0	0
<b>TOTAL</b>	<b>48</b>	<b>76</b>

DISPATCHED VS. PROACTIVE	
AGENCY	LAPD
Dispatched	23%
Proactive	77%
<b>TOTAL</b>	<b>100%</b>

PERCENTAGE OF TIME SPENT AT UNION STATION	
LOCATION	LAPD
Union Station	86%

LEGEND	
Los Angeles Police Department	

# Transit Police

## Monthly Crime Report



Attachment D

	2020	2021
	August	August
<b>CRIMES AGAINST PERSONS</b>		
Homicide	1	0
Rape	0	1
Robbery	19	18
Aggravated Assault	28	31
Aggravated Assault on Operator	1	5
Battery	71	79
Battery on Operator	9	6
Sex Offenses	7	9
<b>SUB-TOTAL</b>	<b>136</b>	<b>149</b>
<b>CRIMES AGAINST PROPERTY</b>		
Burglary	0	1
Larceny	30	42
Bike Theft	4	2
Motor Vehicle Theft	2	3
Arson	0	0
Vandalism	23	25
<b>SUB-TOTAL</b>	<b>59</b>	<b>73</b>
<b>CRIMES AGAINST SOCIETY</b>		
Weapons	3	2
Narcotics	6	1
Trespassing	7	11
<b>SUB-TOTAL</b>	<b>16</b>	<b>14</b>
<b>TOTAL</b>	<b>211</b>	<b>236</b>
<b>ENFORCEMENT EFFORTS</b>		
Arrests	46	131
Citations	129	194
Fare Checks	104	6
Calls for Service	1,457	1,402

MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

AUGUST 2021Attachment E

Crimes

Monthly	System-Wide	Aug-20	Aug-21	% Change
	Crimes Against Persons	136	145	6.62%
	Crimes Against Property	59	75	27.12%
	Crimes Against Society	16	15	-6.25%
	Total	211	235	11.37%
Six Months	System-Wide	Mar-20-Aug-20	Mar-21-Aug-21	% Change
	Crimes Against Persons	630	811	28.73%
	Crimes Against Property	344	396	15.12%
	Crimes Against Society	74	154	108.11%
	Total	1,048	1,361	29.87%
Annual	System-Wide	Sep-19-Aug-20	Sep-20-Aug-21	% Change
	Crimes Against Persons	1,391	1,395	0.29%
	Crimes Against Property	761	684	-10.12%
	Crimes Against Society	286	283	-1.05%
	Total	2,438	2,362	-3.12%

Average Emergency Response Times

Monthly	Aug-20	Aug-21	Change in Seconds	% Change
	4:34	4:09	-25	-9.12%
Six Months	Mar-20-Aug-20	Mar-21-Aug-21	Change in Seconds	% Change
	4:25	4:22	-3	-1.13%
Annual	Sep-19-Aug-20	Sep-20-Aug-21	Change in Seconds	% Change
	4:26	4:35	9	3.38%

Bus Operator Assaults

Monthly	Aug-20	Aug-21	% Change
	10	11	10.00%
Six Months	Mar-20-Aug-20	Mar-21-Aug-21	% Change
	42	46	9.52%
Annual	Sep-19-Aug-20	Sep-20-Aug-21	% Change
	86	81	-5.81%

Fare Compliance

Monthly		Aug-20	Aug-21	% Change
	Green Checks	65	5	-92.31%
	Yellow Checks	34	1	-97.06%
	Red Checks	5	0	-100.00%
	Total	104	6	-94.23%
Six Months		Mar-20-Aug-20	Mar-21-Aug-21	% Change
	Green Checks	28,742	14	-99.95%
	Yellow Checks	7,785	10	-99.87%
	Red Checks	4,032	2	-99.95%
	Total	40,559	26	-99.94%
Annual		Sep-19-Aug-20	Sep-20-Aug-21	% Change
	Green Checks	154,283	248	-99.84%
	Yellow Checks	59,145	134	-99.77%
	Red Checks	37,633	15	-99.96%
	Total	251,061	397	-99.84%

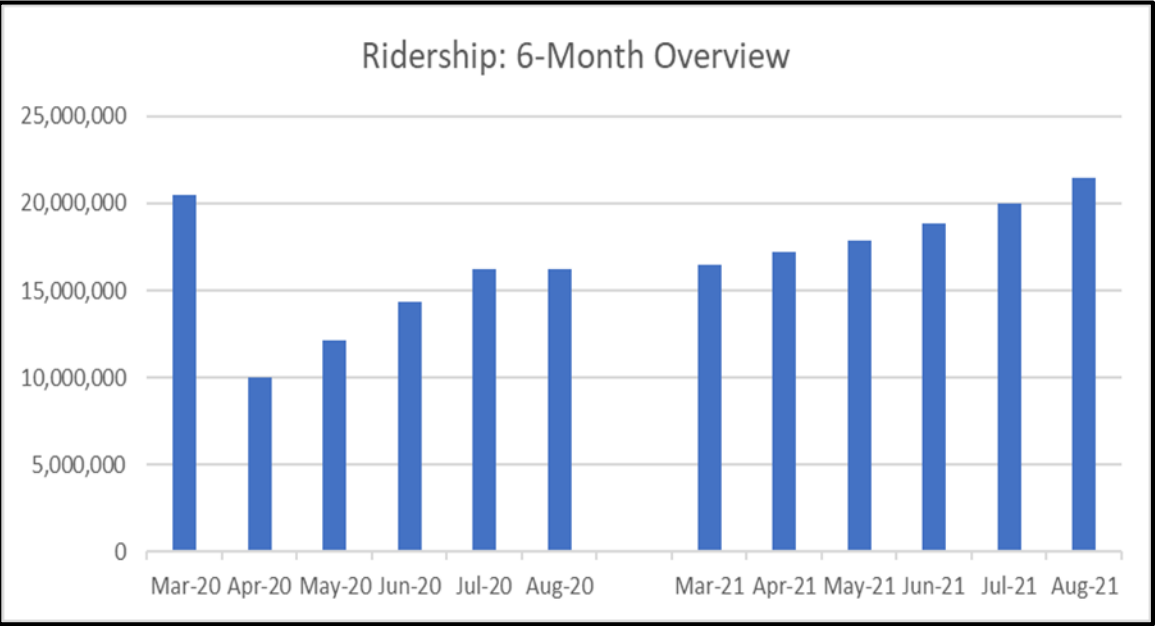
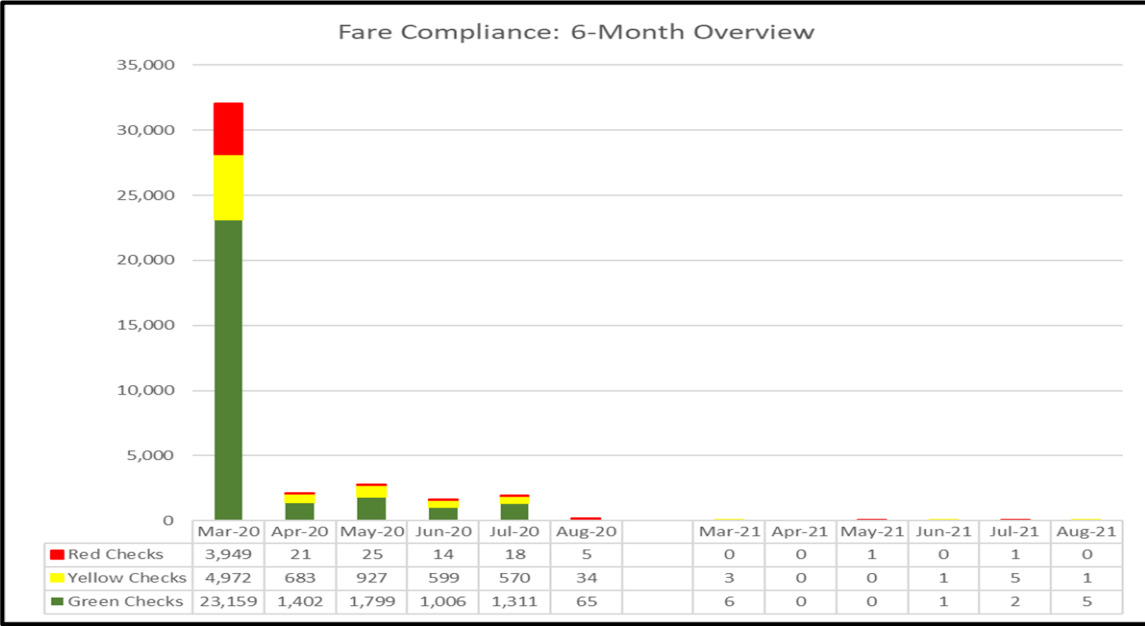
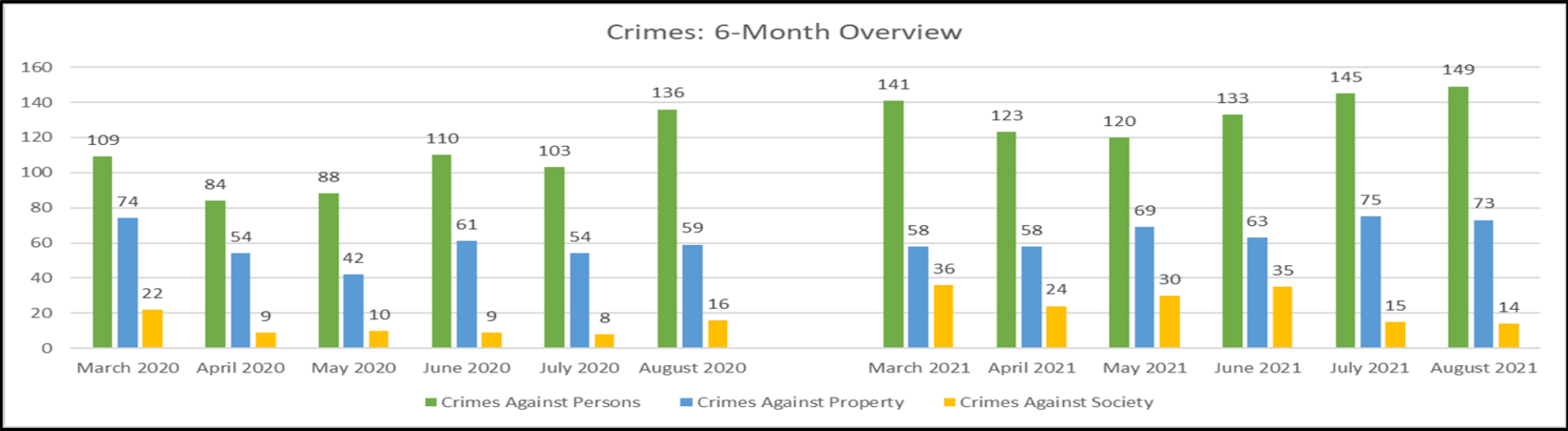
Ridership

Monthly	Aug-20	Aug-21	% Change
	16,206,771	21,473,174	32.50%
Six Months	Mar-20-Aug-20	Mar-21-Aug-21	% Change
	89,397,882	111,830,740	25.09%
Annual	Sep-19-Aug-20	Sep-20-Aug-21	% Change
	265,809,573	206,644,490	-22.26%

# MONTHLY, BI-ANNUAL, ANNUAL COMPARISON

## AUGUST 2021

Attachment E



**Violent and Property Crimes  
August 2021**

**Attachment F**

<b>VIOLENT CRIMES</b>	<b>8/01/2021 TO 8/31/2021</b>	<b>7/01/2021 TO 7/31/2021</b>	<b>% Change</b>	<b>7/01/2021 TO 7/31/2021</b>	<b>6/01/2021 TO 6/30/2021</b>	<b>% Change</b>	<b>YTD 2021</b>	<b>YTD 2020</b>	<b>% Change</b>	<b>YTD 2021</b>	<b>YTD 2019</b>	<b>% Change</b>
Homicide	0	0	N/A	0	1	-100.0%	2	2	0.0%	2	1	100.0%
Rape	1	4	-75.0%	4	0	N/A	10	5	100.0%	10	6	66.7%
Robbery	18	24	-25.0%	24	24	0.0%	146	153	-4.6%	146	202	-27.7%
Agg Assault	31	36	-13.9%	36	42	-14.3%	237	163	45.4%	237	181	30.9%
Agg Assault on Operator	5	2	150.0%	2	0	N/A	14	10	40.0%	14	6	133.3%
<b>TOTAL VIOLENT</b>	<b>55</b>	<b>66</b>	<b>-16.7%</b>	<b>66</b>	<b>67</b>	<b>-1.5%</b>	<b>409</b>	<b>333</b>	<b>22.8%</b>	<b>409</b>	<b>396</b>	<b>3.3%</b>
<b>PROPERTY CRIMES</b>	<b>8/01/2021 TO 8/31/2021</b>	<b>7/01/2021 TO 7/31/2021</b>	<b>% Change</b>	<b>7/01/2021 TO 7/31/2021</b>	<b>6/01/2021 TO 6/30/2021</b>	<b>% Change</b>	<b>YTD 2021</b>	<b>YTD 2020</b>	<b>% Change</b>	<b>YTD 2021</b>	<b>YTD 2019</b>	<b>% Change</b>
Burglary	1	4	-75.0%	4	2	100.0%	12	4	200.0%	12	4	200.0%
Larceny	42	32	31.3%	32	31	3.2%	240	290	-17.2%	240	545	-56.0%
Bike Theft	2	8	-75.0%	8	5	60.0%	29	36	-19.4%	29	51	-43.1%
Motor Vehicle Theft	3	0	N/A	0	1	-100.0%	9	11	-18.2%	9	16	-43.8%
<b>TOTAL PROPERTY</b>	<b>48</b>	<b>44</b>	<b>9.1%</b>	<b>44</b>	<b>39</b>	<b>12.8%</b>	<b>290</b>	<b>341</b>	<b>-15.0%</b>	<b>290</b>	<b>616</b>	<b>-52.9%</b>
<b>TOTAL PART 1</b>	<b>103</b>	<b>110</b>	<b>-6.4%</b>	<b>110</b>	<b>106</b>	<b>3.8%</b>	<b>699</b>	<b>674</b>	<b>3.7%</b>	<b>699</b>	<b>1,012</b>	<b>-30.9%</b>

This table summarizes Violent Crimes and Property Crimes, which make up Part 1 Crimes.

**Los Angeles Police Department Transit Services Division**  
**Arrestee Demographic Information for the month of August 2021.**

**Attachment G**

**Extraction Period**  
**08/01/21 - 08/31/21**

PREMISE	FEMALE			MALE				TOTAL
	B	H	TOTAL	B	H	W	TOTAL	
UNION STATION	1	2	3	7	8	0	15	18
VALLEY BUREAU - BUS	1	0	1	3	1	0	4	5
RED LINE - PERSHING SQUARE	1	0	1	2	0	0	2	3
GOLD LINE - INDIANA	1	0	1	0	2	0	2	3
RED LINE - HOLLYWOOD / HIGHLAND	0	0	0	2	0	0	2	2
RED LINE - CIVIC CENTER	0	0	0	1	1	0	2	2
CENTRAL BUREAU - BUS	0	0	0	0	1	1	2	2
RED LINE - WESTLAKE MACARTHUR PARK	0	0	0	1	1	0	2	2
RED LINE - 7TH & Metro Center	0	0	0	2	0	0	2	2
SOUTH BUREAU - BUS	0	0	0	1	1	0	2	2
RED LINE - VERMONT / BEVERLY	0	0	0	1	0	0	1	1
RED LINE - NORTH HOLLYWOOD	0	0	0	0	1	0	1	1
RED LINE - WILSHIRE /VERMONT	0	0	0	1	0	0	1	1
BLUE LINE - VERNON	0	0	0	1	0	0	1	1
BLUE LINE - WASHINGTON	0	0	0	0	1	0	1	1
EXPO LINE - EXPO / VERMONT	0	0	0	0	1	0	1	1
GOLD LINE - UNION STATION	0	0	0	1	0	0	1	1
EXPO LINE - FARMDALE	0	0	0	0	1	0	1	1
EXPO LINE - PALMS	0	0	0	0	1	0	1	1
BLUE LINE - PICO	0	0	0	0	0	1	1	1
BLUE LINE - LATTC / ORTHO INSTITUTE	0	0	0	0	1	0	1	1
ORANGE LINE - NORTH HOLLYWOOD	0	0	0	0	1	0	1	1
PURPLE LINE - WILSHIRE/WESTERN	0	0	0	1	0	0	1	1
<b>TOTAL</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>24</b>	<b>22</b>	<b>2</b>	<b>48</b>	<b>54</b>



## Attachment G

[illegible]

Los Angeles Sheriff's Department - Transit Services Bureau  
 Arrestee Information for the Month of August 2021  
 08/01/2021 - 08/31/2021

Premise	Female			Total Female	Male				Total Male	Total Arrest
	Black	Hisp	White		Black	Hisp	Other	White		
L-Line - Sierra Madre Villa	0	0	0	0	0	1	0	0	1	1
L-Line - Arcadia	0	0	0	0	0	0	0	0	0	0
L-Line - Monrovia	0	0	0	0	0	0	0	0	0	0
L-Line - Duarte	0	0	0	0	0	0	0	0	0	0
L-Line - Irwindale	0	0	0	0	0	0	0	0	0	0
L-Line - Azusa Downtown	0	0	0	0	0	0	0	0	0	0
L-Line - APU/Citrus College	0	0	0	0	0	0	0	0	0	0
J-Line - Carson	0	0	0	0	0	0	0	0	0	0
J-Line - El Monte	0	1	0	1	0	1	0	1	2	3
Bus	6	3	3	12	8	15	0	8	31	43
Total	8	5	4	17	25	30	0	12	67	84

**Demographic Stats - LBPd Metro**  
**August 2021**

Crimes Against Persons	Gender	Ethnicity	Age	Location	Unhoused
Indecent Exposure	M	H	20-35	Pacific Coast Highway Stn	Unk
Battery	M	B	30-35	Willow Street Stn	Unk
Robbery; Person (4 suspects) 1/4	M	B	18-20	Pacific Coast Highway Stn	Unk
Robbery; Person (4 suspects) 2/4	M	B	Unk	Pacific Coast Highway Stn	Unk
Robbery; Person (4 suspects) 3/4	M	B	Unk	Pacific Coast Highway Stn	Unk
Robbery; Person (4 suspects) 4/4	M	B	Unk	Pacific Coast Highway Stn	Unk
Battery	M	B	30-35	Downtown Long Beach Stn	Unk

Crimes Against Property	Gender	Ethnicity	Age	Location	Unhoused
Vandalism (\$400 or more)	Unk	Unk	Unk	Downtown Long Beach Stn	Unk

Crimes Against Society	Gender	Ethnicity	Age	Location	Unhoused



## Board Report

File #: 2021-0647, File Type: Informational Report

Agenda Number: 27.

### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 21, 2021

**SUBJECT: QUARTERLY UPDATE ON HOMELESS OUTREACH SERVICES**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE Homeless Outreach Services Report.

#### **ISSUE**

In spring 2016, Metro created the Metro Homeless Task Force to address displaced persons that have turned to Metro's system and property for alternative shelter. Since then, Metro has made significant progress in addressing the homelessness issue by expanding its resources and partnering with community-based organizations.

#### **BACKGROUND**

The homelessness crisis has significantly grown in the last couple of years. The Los Angeles Homeless Services Authority (LAHSA) released the results of the 2020 Greater Los Angeles Homeless Count, which showed 66,436 people in Los Angeles County experiencing homelessness. This represents a 12.7% rise from last year's Point-in-Time count of 58,936 homeless persons. The city of Los Angeles saw a 16.1% rise to 41,290 from last year's point-in-time count of 36,300 homeless persons.

#### **DISCUSSION**

##### **HOMELESS OUTREACH SERVICES**

###### *Internal Collaborations*

SSLE is planning to convene a Metro Tiger Task Force Team to address homelessness throughout Metro's system and properties on a quarterly basis. The Tiger Task Force is Metro-centric, bringing together diverse departments such as Operations, Customer Experience, and Communications, to be a vital voice to internally address the agency-wide approach to the continuing homelessness crisis facing our agency., and support coordinated and robust homelessness initiatives. An introduction to the Tiger Team Initiative will be presented to the Senior Leadership Team in October 2021.

This month, the CEO announced the realignment of the Homeless Outreach and Engagement from SSLE to the Customer Care Department under the newly formed Customer Experience Department.

###### *External Partnerships*

In collaboration with Council District 9, Metro is planning to draft a Lease Agreement by October 2021 to construct a Tiny Homes Village. The Tiny Home Village will be located on a non-revenue parcel along the Expo right-of-way, just south of Adams Bl. between Compton Av. and Nevin Av. in south Los Angeles. The Tiny Home Village will contain 148 beds, one-third of the beds will be dedicated to Metro's outreach partners.

SSLE senior leadership and homeless outreach team met with Los Angeles Mission's senior leadership team on August 23, 2021, to discuss a partnership. The Los Angeles Mission submitted a concept paper for SSLE review which is under review by the Department of Health Services to determine their eligibility under the DHS Master Agreement of service providers.

SSLE is revisiting partnering with the West Angeles Church of God in Christ Community Development Corporation (CDC). Past involvement with the CDC was a three-day coordinated homeless outreach effort at encampments along the Slauson corridor between Metro law enforcement (LAPD's HOPE), PATH outreach teams, and the West Angeles' CDC. The coordinated multi-layered outreach approach was successful. Forty-one (41) persons experiencing homelessness were encountered, fifteen (15) of those accepted case management services provided by West Angeles' homeless outreach team. West Angeles did a preliminary needs assessment of persons along the Slauson Corridor encampment prior to outreach efforts. As a result, West Angeles provided hot meals (baked chicken, vegetables, rice, etc.) for three days to persons in the encampment. West Angeles outreach teams informed persons in the encampment that law enforcement (LAPD's HOPE Team) was present to provide security only, that the HOPE team was not present to arrest anyone at the encampment. Consequently, persons in the encampment were accepting of the HOPE team's presence. SSLE has had two meetings since the previous report with West Angeles Church of God in Christ Community Development Corporation to explore outreach and shelter bed options through a Letter of Agreement. Meetings are held bi-weekly.

Lastly, Metro's third one-day Homeless Count on Rail and Bus was executed on Wednesday, August 25, 2021. Data analysis is currently underway and scheduled to be finalized and presented to the SSLE leadership in early October.

## OPERATION "SHELTER THE UNSHELTERED" JULY 01, 2021, THROUGH AUGUST 31, 2021

OPERATION "SHELTER THE UNSHELTERED"		
PATH		
ACTIONS TAKEN	JULY	AUGUST
# TO SHELTERS TO INCLUDE AS WELL	33	41
<b>TOTAL # OF INDIVIDUALS</b>	<b>781</b>	<b>822</b>
DREAM CENTER (DC)		
ACTIONS TAKEN	JULY	AUGUST
# OF CONTACTS	71	35
<b>TOTAL # OF INDIVIDUALS 2020, TO DATE</b>	<b>1,612</b>	<b>1,647</b>
LA DOOR		

ACTIONS TAKEN	JULY	AUGUST
# OF CONTACTS	187	106
<b>TOTAL # OF INDIVIDUALS 2020, TO DATE</b>	<b>4,023</b>	<b>4,129</b>

### **EQUITY PLATFORM**

The notable increase in people sheltered between July and August is assumed to be a result of an increase in active PATH staff serving people experiencing homelessness on the Metro system.

### **NEXT STEPS**

Staff will continue to initiate and develop internal departmental collaborations and expand external partnerships to increase shelter options for people experiencing homelessness on Metro's system and properties.

### **ATTACHMENTS**

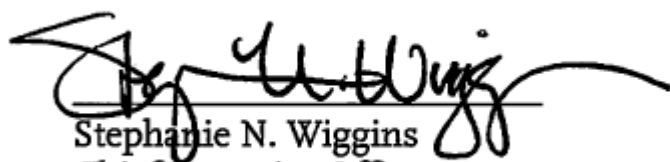
Attachment A- PATH Homeless Outreach Update

Attachment B- PATH Motel Report Update

Attachment C- Law Enforcement Homeless Outreach Updates

Prepared by: Joyce Burrell Garcia, Project Manager, System Security and Law Enforcement, (213) 922-5551

Reviewed by: Judy Gerhardt, Chief System Security and Law Enforcement Officer, (213) 922-4811



Stephanie N. Wiggins  
Chief Executive Officer

## Metro's Homeless Efforts

### C3 Homeless Outreach July 1, 2021, through August 31, 2021

Performance Measure	July Number(s) Served	August Number(s) Served	Project Year 2017 To date Number Served
Number of unduplicated individuals'-initiated contact (pre-engagement phase)	150	177	9,659
Number of Unduplicated individuals engaged (engagement phase)	114	127	5,307
Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing)	68	55	2,421
Number of unduplicated individuals engaged who are successfully linked to a permanent housing program	2	21	441
Number of unduplicated individuals engaged who are permanently housed	24	18	498

*The data include cumulative totals from inception and combines the work of the Swing and Day shifts.*

### **July Motel Report**

Secured 16 motel rooms. Please see attachment containing the demographics with justification for each of the placements.

Brief Demographic Overview:

- 44 homeless persons were housed in 16 motel rooms
  - 11 families – 7 women with children, 2 couples with children, and 2 couples without children
  - 5 clients – singularly housed: 1 older adult female and 4 older adult males

**Total Motel Expense: \$29,867.58**

**COVID-19 Expense: \$0**

**August Motel Report**

Secured 19 motel rooms. Please see attachment containing the demographics with justification for each of the placements.

Brief Demographic Overview:

- 39 homeless persons were housed in 19 motel rooms
  - 8 families – 7 women with children, 1 male with a child, 1 couple without children, 1 older adult couple without children.
  - 9 clients – singularly housed: 2 older males, 3 females, 4 males

**Total Motel Expense: \$35,120.70**

**COVID-19 Expense: \$X**

**PATH Success Story (July)**

One of the clients has an Emotional Support Animal (ESA) that was exhibiting signs of illness (not eating). PATH teams are normally able to access resources such as Bark Avenue or Woof Wednesday, but these services have ceased or significantly decreased access during COVID.

When a dog doesn't eat, it becomes a medical emergency, so staff assisted with accessing Pedialyte and different food to encourage eating. The PATH team member located an emergency vet to assess the dog, unfortunately, the vet turned them away due to overcrowding and the client opted out of trying another vet. The team was able to get the dog to eat some of the new food. The team is going to monitor her to watch for decline.

A PATH outreach team member is meeting with the client the week of August 08, 2021, to assess emotional stability and connect the client to additional services.





**PATH Success Story (August)**

PATH Mental Health Specialist initially engaged the client at Union Station. He reported utilizing the entire red line as a safe place to sleep. The client is a 29-year-old male that was originally from Reno, NV. He struggled with a severe substance-use disorder and would eventually leave Reno for a fresh start. He ventured to CA and would eventually find himself homeless due to his mental health and co-occurring substance-use disorder. Initially, his substance of choice was heroin, and he would later switch to methamphetamine.

The client described a severe history of mental health and substance abuse issues but appeared stable at first meeting. He requested assistance with shelter resources. The PATH Mental Health Specialist would successfully refer and place client at A Bridge Home El Puente. This is where the Mental Health Specialist would discover the client's irritability/anger issues. He was removed after two-weeks due to making threats toward his shelter case manager. The Mental Health Specialist and client addressed this and sought a new placement. He then went to A Bridge Home Civic Center next. He remained in this placement for one month, and then was exited due to threatening another participant. PATH staff viewed this as an important improvement as his stay was twice as long. Once again, the staff addressed the issue with the client and assisted him with improving anger management skills. Next, the staff referred the client to A Bridge Home Schrader as he felt comfortable in Hollywood. He would successfully remain at A Bridge Home Schrader until permanently housed. He was matched to a unit at Skid Row Housing Trust, where he receives on-site case management. He then requested assistance with obtaining documentation for an emotional support animal. The PATH staff felt this would be a beneficial intervention and provided the client with the documentation.

The client is now permanently housed. He now has his own space; it has provided him with great motivation. When he first heard of the match to the unit, his entire demeanor changed. It was clear that being able to have a real-world view of his goal was extremely motivating. He remained in ABH (A Bridge Home) Schrader for nearly 2-months until being permanently housed. His stay was not issue free, but he was able to manage his issues in an adaptive manner and display impulse control. He credits this to what can be viewed as a harm reduction intervention. He was able to quit methamphetamine use and replace it with marijuana and alcohol. The change worked for him; it was clear he could manage his irritability/anger more effectively. The bond and coping support provided by his emotional support animal was also clearly beneficial in his recovery. "This is just a first step. I will not get complacent. I will continue to strive for more."



## **Motel Report July 1,2021, through August 31, 2021**

### **July Motel Report**

1. **ADULT MALE (56), NEW & EXITED** – Participant was matched to Civic Center A Bridge Home. However, upon arrival for intake, case manager was informed that the match was an error and there were no beds available. Participant was placed at the motel for the length of time it took to arrange for placement and intake at Vignes ABH. In July, we spent \$300.00 to motel this client. He is no longer in the motel.
2. **ADULT MALE (53), NEW & EXITED** – Male client placed in The Stuart Hotel following referral by LAPD. Client is in the process of being reunified to his home country, also by LAPD. He stayed in the motel for 2 nights and was transferred to shelter when a bed became available. In July, we spent \$200 to motel this client. He is no longer in the motel.
3. **FAMILY, NEW & EXITED** – 42-year-old female and 6 of her children were engaged at the North Hollywood Station by Outreach Staff on July 14, 2021. They were immediately referred to a Domestic Violence/Family Shelter but had to await approval and intake. While waiting, they were placed at The Adventurer Inn. They were approved for placement at the shelter and left the motel on July 19, 2021. In July, we spent \$769.50 to motel this family. They are no longer in the motel.
4. **FAMILY, NEW & EXITED** – 24-year-old mother and 5-year-old daughter encountered at the Blue Line Slauson Station. Due to their family status and vulnerabilities, they were immediately placed at the Rosa Bell Motel. Due to unforeseen safety concerns, the family was moved to Motel 6 Gardena until shelter placement was secured. The family was then matched to Aviva Family & Children's Services for shelter placement. After staying there for a few days, the family decided to accept shelter placement at First to Serve Family shelter instead. In July, we spent \$2602.08 to motel this family. They are no longer in the motel.
5. **OLDER ADULT FEMALE (64), NEW & STILL IN THE MOTEL** – 64-year-old female encountered at Union Station, wheelchair bound and at-risk for COVID based on her multiple and severe health conditions. She was set up for placement at America's Best Value Inn shelter; however, due to her mobility issues, she was turned away. We placed her at the Crenshaw Inn Motel until placement is secured at Project Room Chinatown in the coming days. In July, we spent \$345.00 to motel her. She is still in the motel.
6. **OLDER ADULT MALE (66) & FEMALE (76), NEW & STILL IN THE MOTEL** – Male (66) and his wife (76) were engaged at Union Station on 7/14/2021 and placed at The Lincoln Motel due to wife's age and medical vulnerabilities. Wife is diabetic and has mobility impairments. They have been connected to GEMLink in Pasadena and have

been assigned a Housing Navigator. In July, we spent \$1846.80 to motel this couple. They remain in the motel currently.

7. **OLDER ADULT MALE (63), NEW & STILL IN THE MOTEL** – Male (63) was engaged at Union Station. ABH St. Andrew's Place informed staff that participant broke quarantine and would not be able to return until quarantine is lifted. Participant was placed in a motel (Vinelodge connected to The Stuart). He will be COVID tested by staff Nurse, Alondra. If positive, participant will be referred to a quarantine site. If negative, participant will quarantine for 10 days at the motel and either return to ABH St. Andrew's or be referred to a different shelter. In July, PATH spent \$200 on this client. He remains in the motel currently.
8. **ADULT MALE (35) & FEMALE (26), NEW & STILL IN THE MOTEL** – Male (35) and partner (26) were placed at The Rosa Bell Motel while they await referral and intake to Family Solution Center. Female is currently pregnant and reports possible complications. In July, PATH spent \$205.30 on this couple. They remain in the motel currently.
9. **OLDER ADULT MALE (52), CONTINUING & EXITED** – Male (52) was initially engaged at Downtown Santa Monica Station and provided with a motel stay due to disabilities (leg amputee, TBI, Mental Health) and vulnerabilities. The CM made referrals to locate shelter placement and to locate permanent housing, in addition to assisting with applications for ACCESS, for transportation, a payee for SSI, and applying for IHSS services. With these services in place, the CM helped locate an affordable unit and he is housed. In July, PATH spent \$1641.60 to motel him. He is no longer in the motel.
10. **FAMILY, CONTINUING & EXITED** — A mother (26), father (33), and their daughter (9 months), was initially engaged at the Del Amo Station. The case manager referred the Family-to-Family Solutions Center and completed referral to Housing for Health. Through FSC, the family was connected to Problem Solving and would receive rental assistance when an affordable unit could be located. The family found an apartment and are now housed. In July, PATH spent \$1333.80 to motel the family. They are no longer in the motel.
11. **FAMILY, CONTINUING & STILL IN THE MOTEL**— A mother (29) and her two daughters (10) and (6) were initially engaged at the Del Amo Station. The case manager submitted referrals to Family Solutions Center and Housing for Health to assist with shelter, and housing resources, and an Emergency Housing Voucher was also completed to connect the family to permanent housing. FSC referred the family to Problem Solving, a program that will provide temporary rental assistance when housing is located. An apartment has been identified and now the family is waiting to hear if the landlord will accept third party checks from Problem Solving. In July, PATH spent \$4250.10 to motel the family. The family is still in the motel.

12. **FAMILY, CONTINUING & STILL IN THE MOTEL** — A mother (29) and her six children, 12F, 10F, 8M, 6F, 2F, and 1F. The family was initially engaged at the Florence Station. The case manager completed Family Solutions Center, Housing for Health, and Emergency Housing Voucher referrals to help locate shelter and housing. A barrier to in finding shelter and housing is the large family size. Efforts are continuing and inquiries for shelter have been made to Upward Bound House, Shield for Families, and First To Serve without success. The case manager and the mother are continuing efforts to transition from the motel to shelter or housing. In July, PATH spent \$4770.90 to motel the family. The family is still in the motel.
13. **FAMILY, CONTINUING & STILL IN THE MOTEL** — A mother (28) and her children three sons, age 7, and twins aged 6. The family was initially engaged at the Artesia Station. The case manager completed Family Solutions Center, Housing for Health, and Emergency Housing Voucher referrals for shelter and housing. SPA 4 FSC redirected the family to FSC in SPA 6. The family was referred to Upward Bound House, but they do not have space to accommodate a family of 4. Referrals to other family resources have been made, but linkage has not occurred. The CM and mother are concurrently searching for shelter and affordable housing to transition the family from the motel. In July, PATH spent \$4064.10 to motel the family. The family is still in the motel.
14. **FAMILY, NEW & STILL IN THE MOTEL** — A mother (28), and her two male children (5 years old and 2 weeks old) were engaged at Downtown Long Beach Station. The CM completed referrals to Family Solutions Center, Housing for Health, and Emergency Housing Voucher for shelter and housing opportunities. Additionally, a referral to Upward Bound House was made and there is a potential vacancy. The family will be screened for this program in the next few days. The case manager will continue to reach out to programs and resources to help the family transition from the motel. In July, PATH spent \$2687.60 to motel the family. The family is still in the motel.
15. **FAMILY, NEW & EXITED** — A mother (20), father (23) and son (18 months) were engaged at the Artesia Station. The family reported exhausting DPSS emergency motel stay and reported services from Harbor Interfaith in SPA8 but were now unsheltered again. A motel stay was approved while the case manager attempted to reconnect the family to Harbor Interfaith. A week after placing the family in the motel, a family crisis occurred resulting in the son's death and the subsequent arrest of the child's father. In July, PATH spent \$1353.30 to motel the family. The family is no longer in the motel.
16. **FAMILY, NEW & STILL IN THE MOTEL** — A mother (60), her daughter (19) and son (17) were initially engaged at 7<sup>th</sup> Street/Metro Center Station and were approved for a motel stay given the mother's serious health issues (stage 4 kidney failure, weekly dialysis, high blood pressure). The case manager completed Family Solutions Center

and Housing for Health referrals for shelter and housing assistance. Since the motel stay began, the mother has experienced ongoing health problems and has been to the ER and in the hospital. The case manager is looking into in-home health services and In Home Health Services to provide care and support to the mother. In July, PATH spent \$3297.50 to motel the family. The family is still in the motel.

**New Occupancy: 11**

**Continuing Occupancy: 5**

**Total rooms: 16**

**Total exits: 7**

**Total remaining rooms: 9**

**Total amount paid all shifts: \$29,867.58**

### **August Motel Reports**

1. **ADULT MALE (35) & ADULT FEMALE (27), CONTINUING & EXITED** – Motel stay at The Rosa Bell for clients (Male 35/Female 27) was extended due to pregnancy complications. Couple, initially engaged at MacArthur Park, was referred to Family Solutions Center and awaiting appropriate shelter. Couple was placed in interim housing (shelter) on August 16 and was checked out of the motel. In August, we spent \$1539.00 to motel this couple. They are no longer in the motel.
2. **ADULT MALE (27), NEW & EXITED** – 27-year-old male was engaged at Union Station and placed at The Stuart Motel for one night while awaiting Greyhound trip to reunite with family in Virginia. Client exited the motel room after one night and was reunified with family. In August, we spent \$100.00 to motel this client. He is no longer in the motel.
3. **OLDER ADULT COUPLE (66) (76), CONTINUING & STILL IN MOTEL** – Male (66) and his wife (76) were engaged at Union Station on 7/14/2021 and placed at The Lincoln Motel due to wife's age and medical vulnerabilities. Wife is diabetic and has mobility impairments. They have been connected to GEMLink Senior Living Facility in Pasadena and have been assigned a Housing Navigator. In August, we spent \$3180.00 to motel this couple. They remain in the motel at this time.
4. **OLDER ADULT MALE (63), CONTINUING & STILL IN MOTEL** – Male (63) was engaged at Union Station. A Bridge Home St. Andrew's Place informed staff that participant broke quarantine and would not be able to return until quarantine is lifted. Participant was placed in a motel (Vinelodge). Client requires a disability accessible bed, which has not been available. In August, we spent \$3100 to motel this client. He remains in the motel at this time.
5. **ADULT MALE (38), NEW & STILL IN MOTEL** – Male (38) was initially engaged at North Hollywood Station and placed at Vinelodge Motel. Vision impaired, requires

disability accessible bed. Client has not attained a shelter bed due to lack of availability of accessible beds as well as several shelters on quarantine and not accepting intakes. In August, we spent \$2800 to motel this client. He remains in the motel.

6. **ADULT FEMALE (37), NEW & EXITED** – Female (37), engaged at Union Station and placed at Vinelodge Motel while awaiting COVID test results for placement at Urban Alchemy Tiny Homes. Client has severe mental health condition, which makes her exceptionally vulnerable on the street. Upon engagement, she had just left a skilled nursing facility. In August, we spent \$300 to motel this client. She is no longer in the motel.
7. **FAMILY, NEW & CONTINUING** – Female (31) and 7-year-old daughter were engaged at Union Station and placed at The Stuart Hotel for 1 night while awaiting their bus departure for family reunification. In August, we spent \$110.00 to motel this client and her daughter. They are no longer in the motel.
8. **FAMILY, NEW & CONTINUING** – Male (31) and 6-year-old son were engaged at North Hollywood Station and placed in a motel while awaiting intake with Family Solutions Center for appropriate shelter placement. In August, we spent \$800.00 to motel this client and his son. They remain in the motel.
9. **ADULT MALE (23), NEW & CONTINUING** – Male (23) engaged at Union Station was terminated from his shelter placement. Due to mental health barriers, client is considered exceptionally vulnerable. Client was placed at the Stuart Hotel to ensure safety and allow time to access mental health services and appropriate shelter. In August, we spent \$1400.00 to motel this client. He remains in the motel room.
10. **FAMILY, NEW & STILL IN MOTEL** – Female (20) and sister (16) engaged at Hollywood/Highland Station were placed first at the Rosa Bell Motel and then moved to the Crenshaw Inn Motel to remain close to family in the area. Family is currently receiving PATH services and are placed in family shelter. Client and sister were placed in motel to allow enough time to identify and secure appropriate shelter placement for them. In August, we spent \$1655.50 to motel this client and her sister. Clients remain in the motel.
11. **FAMILY, CONTINUING & EXITED** – Female (29) and two daughters (10) and (6). This family was initially engaged at the Del Amo Station and the CM has made referrals to FSC and HFH to assist with locating placement as well searching for other shelter resources for families. The family found an affordable apartment and was awaiting moving assistance, but further evaluation found that the family does not qualify for move-in assistance. The family was also matched to placement at Holiday Helping Hands, but the family declined placement. The CM explained that refusal to enter shelter would result in the motel stay ending and the mother stated her understanding and stood by her decision not to accept placement. The mother

decided to stay with a friend. Thus, the motel stays ended. In August, \$4250.10 was spent to motel the family. Family has exited from the Adventurer Hotel.

12. **FAMILY, CONTINUING & STILL IN MOTEL** – Female (29) with six children (1,2,6,8,10,12). This family was initially engaged at the Florence Station. The client manager has completed Family Solution Center, Housing for Health, and Emergency Housing Voucher referrals as well as exploring additional resources for shelter and housing. The large family size has made finding a shelter difficult. Recently, the Case Manager received notification that the family was matched to EHV, and he is currently completing the paperwork and is assisting the family in searching for an apartment. Additionally, DHS has reported a possible opening in a family shelter soon and will notify the CM when this placement option is available. In August, PATH spent \$4770.90 to motel the family. The family is still in the Adventurer Hotel.
13. **FAMILY, CONTINUING & EXITED** – Female (28) with three sons (7) (twins 6). This family was initially engaged at the Artesia Station. The CM has referred the family to FSC, Upward Bound House, and HFH. The mother indicated her intent to leave the motel at the end of August due to her dislike of the area the motel is in and the environment in the surrounding community. She indicated planning to stay with friends temporarily. The CM will continue to assist the family in a search for permanent housing. In August, PATH spent \$4064.10 to motel the family. The family has exited the Rosa Bell Motel.
14. **FAMILY, NEW & EXITED** – Female (28) with sons (5 and 2 weeks old). This family was initially engaged at Downtown Long Beach Station. The family was matched to Holiday Helping Hands and transitioned to that shelter. The CM is continuing to assist the family with locating affordable housing. In August, PATH spent \$1744.20 to motel the family. The family has exited the Deluxe Motel.
15. **FAMILY, CONTINUING & STILL IN MOTEL** – Female (60), daughter (19), and son (17). This family was initially engaged at 7<sup>th</sup> St/Metro Center Station and were approved for a motel stay given the mother's serious health issues (stage 4 kidney failure, weekly dialysis, high blood pressure). The Case manager completed Family Solutions Center and Housing for Health referrals to connect the family to shelter resources. The mother has had ongoing health issues and has been to the Emergency Room several times. The CM is carefully monitoring the mother's medical and health needs and is actively exploring shelter resources. In August, PATH spent \$3297.50 to motel the family. The family is still in the Adventurer Hotel.
16. **ADULT FEMALE (41), NEW & EXITED** – This participant was engaged at DTSM Station and provided a temporary emergency motel stay because she had been recently assaulted and had bruises and soreness about her body that made it difficult for her to be in a regular shelter bed (top bunk). A bottom bunk bed was not available, and given the recent violence she experienced, the participant was fearful for her



safety. The CM was notified a few days after initial check in that the participant exited the motel and her whereabouts are unknown. In August, PATH spent \$430.40 at the Rosa Bell. She is no longer in the motel.

17. **ADULT FEMALE (24), NEW & STILL IN MOTEL** – This participant was engaged at DTLB Station and was found by the CM to be withdrawn and fearful. The participant reported being a victim of sex trafficking and wanted shelter. A bed was obtained at HAL, but the participant left after a few hours due to feeling unsafe and triggered by the shelter setting, especially with areas of the shelter setting that is co-ed, with males. A temporary motel stay was authorized to assist in connecting the participant to benefit assistance, emotional/mental health services, and to locate a shelter for females. The CM has reached out to agencies that support victims of sex trafficking for resources and assistance. In August, PATH spent \$1251.20 at the Adventurer Hotel. She is still in the motel.
18. **ADULT MALE (26), NEW & EXITED** – This participant was initially engaged at DTLB Station in June. He reported coming to California for a “new start” but did not have a plan to support himself. Over the course of working with him, the participant reported wanting to leave California to stay with family. The CM assisted the participant connecting with family and received verification that the participant could live permanently with family. A one-night motel stay was authorized to facilitate this family reunification and ensure he made it to the airport on time to catch his flight. In August, PATH spent \$122.60 at the Adventurer Hotel. He is no longer in the motel.
19. **OLDER ADULT MALE (56), NEW & STILL IN MOTEL** – This participant was engaged at DTLB offloading and stated he wanted shelter. A bed was secured at HAL. During the intake, it was discovered that the participant had a contagious health condition and needed to be treated and cleared of this condition to stay at HAL. A temporary motel stay was authorized to treat the health condition and then return him to shelter when the condition is no longer contagious. In August, PATH spent \$205.20. He is still in the motel.

**New Occupancy: 12**

**Continuing Occupancy: 7**

**Total rooms: 19**

**Total exits: 9**

**Total remaining rooms: 10**

**Total amount paid all shifts: \$35,120.70**

**Law Enforcement Homeless Outreach Metrics, July 01, 2021, through August 31, 2021**

<b>ACTION</b>	<b>LAPD H.O.P.E./T.S.D.</b>	<b>LASD M.E.T.</b>	<b>LBPd Q.O.L.</b>
Contacts	259	1,058	231
Referrals	48	14	46
5150 Holds	21	148	29
Mental Illness	32	230	90
Substance Abuse	27	134	71
Veterans	5	2	1
Shelter	9	5	3
Motel Housing Plan	4	0	1
VA Housing	0	0	0
Return to Family	0	0	0
Transitional Long-Term Housing	2	0	0
Detox	0	0	0
Rehab	0	1	0

**LASD M.E.T. Engagement(s) (July)**

**Referrals to Services**

- 4 females
- 1 male

**Transports to Services**

- 20 males – Hospitals/Centers/Churches
- 8 females – Hospitals/Centers/Churches

**LAPD H.O.P.E. Success Story (July)**

On 07/14/2021 LAPD Transit HOPE Officers were conducting homeless outreach on the Civic Center platform. The officers observed the client kneeling on the ground visibly upset and emotional as he was rummaging through his belongings. The officers offered

outreach assistance. The client advised the officers that his vehicle had recently been impounded and that his medication was located inside of the vehicle.

The officers were able to quickly build rapport with the client and learned about his history and how he fell into homelessness. The client is originally from Ghana in West Africa and is one of twelve siblings. He obtained his B.A in Spanish and French from the University of Ghana-Legon. He moved to the United States in 1994 and continued his education eventually becoming a teacher with the Los Angeles Unified School District for 27 years.

The client suffered several hardships, and his life began to spiral out of control. After a lapse of employment and a brief history of drug use, he found himself living on Skid Row. The client is no longer using any controlled substances. Due to his age, he is not eligible for retirement benefits.

The client has no source of income and felt his only source of survival would be to work for a car that he could sleep in. The officers contacted the tow yard where the client's car had been impounded since 07/08/2021. The officers transported the client to the tow yard, so he could retrieve his medication and important belongings.

While at the tow yard, the officers contacted PATH for assistance with temporary housing/shelter until the officers could formulate an efficient long-term plan that would be beneficial to him. The officers were hopeful that they could get the client off the streets and into a location where he could be safe due to a previous assault, he experienced less than a year ago. PATH was able to temporarily place the client into a motel until 07/16/21 and later transitioned him into Shelter until he can be reunited with fam

On 07/15/21, the officers transported the client to meet with PATH at 7<sup>th</sup>/Metro. PATH was able to begin the process of renewing his California Driver's License, and US Passport.

The officers will continue to work with PATH and other partners to assist the client with shelter, documents, and travel to reunite him with family.

### **LBPD Q.O.L. Success Story (July)**

On the morning of July 28, 2021, Long Beach Police Department (LBPD) Metro Detail, Quality of Life officers were conducting homeless outreach during the "Shelter the Unsheltered" project at the Downtown Long Beach Metro Station along with Metro Security, and People Assisting the Homeless (PATH), when they contacted a person experiencing homelessness (PEH). The officers contacted the subject and offered to provide housing services for him. The client previously refused services during prior contacts, but he accepted services and stated that he has been living on the Metro Transportation system for a year and a half due to losing his job during the Covid-19 pandemic. The subject agreed to accept services and was left in the care of PATH social workers. Later that same day, the Metro Quality of Life officers also encountered a male youth who had been homeless for about a month. The officers were able to transport the

subject to "The Good Seed" (1230 Pine Ave. Long Beach), a youth program for at risk youth, for shelter and other social services.

### **LASD M.E.T. Success Story (August)**

On many occasions LASD officers have made several encounters with a client at the Santa Monica E-line Metro Station. The client is a 25-year-old native American male who came from Arizona seeking a better life in Los Angeles. For several months the client refused to engage in conversation with the LASD team. He would avoid eye contact and refuse services. As time passed, the LASD officers tried several different approaches without positive outcomes, or at least that's how it appeared. On 08/12/21 the LASD team was finally able to have a conversation with the client as he remembers the officers from other encounters. The team was able to create a rapport with the client and discovered that the client was from Arizona; he came to Los Angeles in 2016 however was unable to get back home. The client reported he had no family support in California; however, he reported that he had family in Glendale, Arizona. The client was guarded and left the premises. With time and persistence, the LASD team was able to find an address in Arizona linked to the client's name. With the assistance of Glendale, AZ PD, LASD team was able to get in contact with the client's family. The client's family reported wishes of wanting client to be re-united with them. The LASD team then worked hard to find the client again. For several days the team stayed in contact with the client's family and updated them on the client's whereabouts. After a week or so, the LASD team was able to find the client and shared his family's excitement to get him back. The client reported gratitude and agreed on being re-united with his family. The client was linked to PATH who assisted with the family re-unification program. The client was able to travel back to Arizona and be re-united with his family on 08/18/21.

### **LAPD H.O.P.E. Success Story (August)**

There are several ongoing outreach efforts from the month of August that are pending. The reunification for a client that wants to return to his family in Ghana is still ongoing awaiting his passport.

HOPE Officers also engaged a 75-year-old Veteran that was open to outreach and was placed into a motel by PATH as we look for long term assistance. LAPD interns started during the month of August. One of the interns is a Veteran and he has taken the initiative to check into options to request an increase in the client's benefits through the VA.

LAPD Officers are also working with PATH to assist another client that was a long-time chef and business owner that fell into homelessness after some personal challenges, loss of his business and challenges created by the Covid pandemic.

### **LBPD Q.O.L. Success Story (August)**

On 8/13/21 LBPD issued a new release of critical missing person Calvin Mark Lee who is an 85 year old male that suffered from a medical condition that rendered him unable to care for himself. <https://www.longbeach.gov/police/press-releases/at-risk-missing-person---calvin-mark-lee/>

On Saturday 8/14/21 at 0015 hours LBPD officers were in the process of conducting the end of the line operation at the Metro Transit Mall which helped ensure riders were guided to an alternative mode of transportation to reach their next destination.

As the train entered the Transit Mall Station, the officers visually scanned the train as it sped by. They observed a subject who matched the description of the critical missing person press release sitting alone in the first car. The officers walked directly over to him before he could exit the train and possibly go missing for further extended amount of time.

The subject matched the description of critical missing person Calvin Mark Lee. The officers showed Calvin Mark Lee a photo from the press release, and he confirmed that was him in the photo. He appeared disoriented and did not comprehend that he was a critical missing person. He appeared happy and healthy. The officers asked him if he needed medical attention and he declined.

The officers aired for the unit who was actively working the critical missing to respond to their location so Calvin Mark Lee could be promptly reunited with his family. The unit responded and Calvin Mark Lee was given a ride to his family's residence.

When the officers asked him if he had any plans to reunite with his family during the time, he had gone missing he only stated, "Where there's a will, there's a way."

It should be noted Calvin Mark Lee was not in possession of the dog he was last seen with, and he did not know where the dog was.



# Metro's Homeless Outreach Efforts

## Quarterly Update

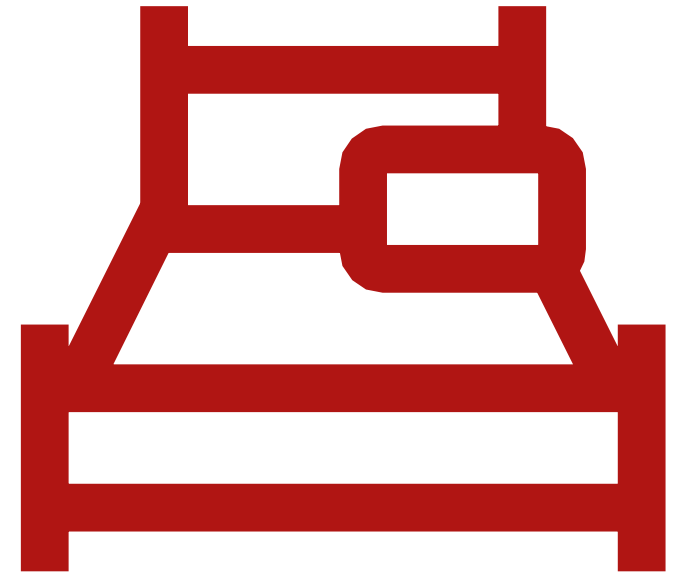
# PATH C3 Team Outreach Data

Performance Measures - Monthly	Number of Persons Served July 2021	Number of Persons Served August 2021	Total Served
Number of unduplicated individuals-initiated contact (pre-engagement phase)	150	177	327
Number of Unduplicated individuals engaged (engagement phase)	114	127	241
Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing)	68	55	123
Number of unduplicated individuals engaged who are successfully linked to a permanent housing program	2	21	23
Number of unduplicated individuals engaged who are permanently housed	24	18	42

# Summary Motel Placements

## P.A.T.H. Motel Placements

- ▶ July: 44 homeless persons were housed in 16 motel rooms
- ▶ August: 39 homeless persons were housed in 19 motel rooms





# Operation “Shelter the Unsheltered”



Continued presence of outreach teams and select law enforcement partners at designated stations for end of the line services.



Off-loading of all riders at the end of the line. Riders must exit through the turnstiles.



Outreach Teams are positioned on platforms to offer interim housing, medical services, mental health and addiction resources.



Outreach Teams utilize Home At Last shelter as a primary resource to provide interim housing to people experiencing homelessness.

# Operation “Shelter the Unsheltered”

July 1, 2021 – August 31, 2021

METRO TRANSIT SECURITY (MTS)	
ACTIONS TAKEN	TOTAL
# OF AM OFF-LOADINGS	4,914
OUTREACH	
ACTIONS TAKEN	
# OF INDIVIDUALS SHELTERED (PATH only)	74
# OF INDIVIDUALS CONTACTED (LA DOOR only)	256
# OF INDIVIDUALS CONTACTED (THE DREAM CENTER only)	101

# Outreach

- Metro and the Department of Health Services are in the process of entering into Amendment Number Four to the Letter of Agreement for Multidisciplinary Street-Based Engagement Services. In order to provide the PATH C3 homeless outreach teams with additional shelter bed resources, Amendment No. 4 is required.
- SSLE is planning to convene a Metro Tiger Task Force Team to address homelessness throughout Metro's system and properties on a quarterly basis.
- SSLE senior leadership and homeless outreach team met with Los Angeles Mission's senior leadership team on August 23, 2021, to discuss a partnership.
- SSLE is revisiting partnering with the West Angeles Church of God in Christ Community Development Corporation (CDC).
- On August 9, 2021, SSLE Executive Officer and homeless outreach team participated in a National Consortium under the leadership of TriMet of Portland Oregon that regularly consults with transit agencies across the nation, representing agencies in California, Washington, Colorado, and AMTRAK.