

LASD/Metro Transit Security Program

Board of Directors Meeting
December 4, 2008

Metro's Proposed Security Model

Contract Framework:

- FTE - based rather than minutes - based
- Adherence to pre-determined supervisory ratios
- Fare inspection is the responsibility of both functions
- Transition of LASD fare inspectors with the implementation of gating

Metro's Proposed Security Model

Reduction of fare inspectors with the implementation of rail gating

- Phased transition of fare inspectors
- Station coverage as approved in the Board approved gating plan
- Option to further reductions if Transit Adjudication Bureau is implemented

Review of supervisory structure

- Restructuring resources to put more assets on the street for bus

Increased accountability

- To be able to effectively control costs within budgeted funding levels
- Full Time Equivalents for deputy assignments (including relief factor)
- Ensure a balanced allocation of resources between bus and rail
- Identified and verifiable transit bureau deputies working on Metro system
- Police force trained on transit issues
- Flexibility to adjust the focus of the assets to cover deficiencies on the system for hot spots, high crime, vandalism, and quality of life issues
- Command and resource allocation that follow system needs and lines of authority rather than geographic turf lines (North and South bureau)

Metro's Proposed Security Model...cont.

Ability for all security functions to issue fare evasion and parking citations to optimize revenue opportunities

- Have personnel duties aligned to appropriate skill sets

Metro does NOT want:

- To revive the Transit Police force
- To assume the responsibility for deployment
- To transfer Metro security functions to LASD
- To NOT have personnel duties aligned to appropriate skill sets

Operational Efficiencies

Goal/outcome of any security model that is developed...

- Redefined deployment of LASD/Metro personnel to match position skill set to the complexity of the task
- Application of the most cost-effective approach to capitalize on both strengths and contain costs
- Rebalance current resources between rail and bus modes
- Increased accountability and documented/auditable results

Minutes vs. FTE's

Advantages of Minutes-Based

- Overall contract price is cheaper because Metro is not paying for days off and any relief factor

Disadvantages of Minutes-Based

- Metro has been billed as if this was a fixed price contract
- No documentation of who is working on the transit system
- No transit training certification accountability
- No accounting details to support actual deployment for payment
- No accounting details of when the minutes are charged (daily or evenly during a billing period?)
- No accounting of when deputies are called to assist with non transit related issues
- No accounting for supervision and related overhead and general administration
- No deployment information to measure performance metrics
- Metro has large geographic coverage unlike contract cities which can more easily monitor service levels



Minutes vs. FTE's...cont

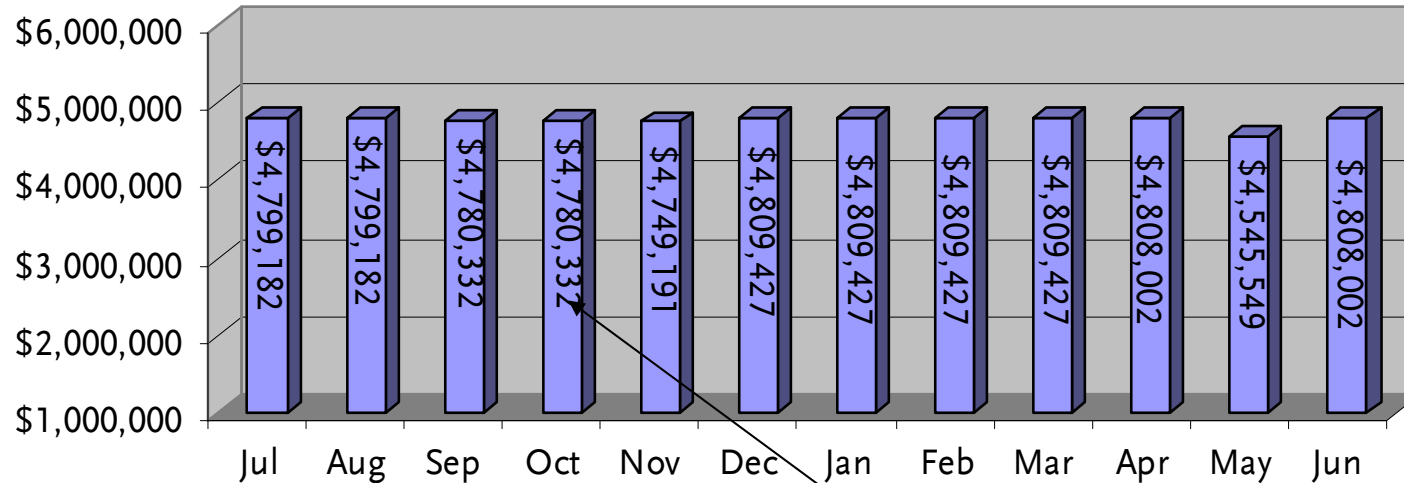
Advantages of FTE-Based

- Minutes-based disadvantages (above) are addressed
- City of Cerritos has FTE based contract and other small private contracts are minute based

Disadvantages of FTE-Based

- Planning for relief

FY2007 LASD Invoices – Base Service: Minutes Based



METROPOLITAN TRANSPORTATION AUTHORITY (MTA - CLIENT #16110)
CONTRACT NUMBER TCP2610LASD

BILLING SCHEDULE FOR OCTOBER, 2006

SERVICE DESCRIPTION	SERVICE UNITS	ANNUAL RATE (W/O LIAB. INS) (SC 087)	MONTHLY COST	3% LIABILITY INSURANCE (SC 164)	TOTAL COSTS W/ 3% LIAB. INS.
Deputy Sheriff Service Unit 56 hour	48.0	\$ 260,085.44	1,040,341.76	\$ 31,210.25	\$ 1,071,552.01
Deputy Sh Svc Unit 56 hour 2 deputy	52.0	520,170.87	2,254,073.77	67,622.21	2,321,696.98
Deputy Sheriff Svc Unit, non-relief	16.0	168,866.41	225,181.88	6,755.46	231,937.34
Non-relief Team Leader, Bonus I	12.0	177,632.04	177,632.04	5,328.96	182,961.00
Non-relief Motor, Deputy Bonus I	21.0	177,632.04	310,856.07	9,325.68	320,181.75
Non-relief Motor Team Leader, Dep BI	1.0	185,180.58	15,431.72	462.95	15,894.67
Canine Deputy, Bonus I	5.0	177,632.04	74,013.35	2,220.40	76,233.75
MET Deputy, Bonus I	2.0	177,632.04	29,805.34	888.18	30,493.50
Security Assistants	81.0	76,142.72	513,963.36	15,418.90	529,382.26
TOTAL	238.0		\$4,641,099.29	\$ 139,232.97	\$ 4,780,332.26

EFFECTIVE SEPTEMBER 01, 2006, THE ACTIVE/BILLABLE UNITS FOR DEPUTY SHERIFF SERVICE UNIT, NON-RELIEF DECREASED FROM 17 TO 16, NON-RELIEF TEAM LEADER, BONUS I INCREASED FROM 10 TO 12, NON-RELIEF MOTOR, DEPUTY BONUS I DECREASED FROM 22 TO 21, SECURITY ASSISTANTS DECREASED FROM 84 TO 81. (REFER TO ATTACHED CLES MEMO DATED 10/12/06)

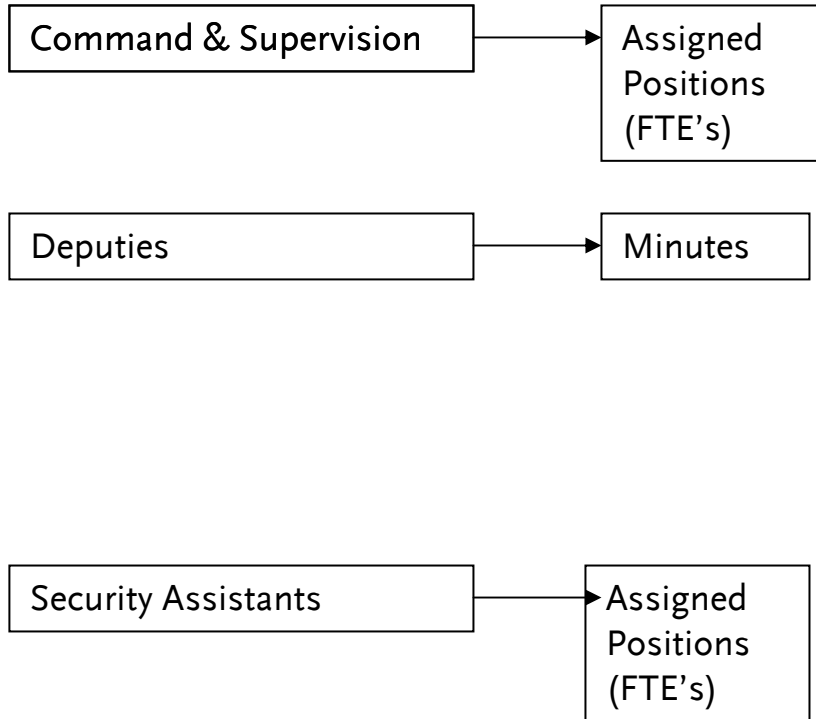
RATES USED: FY 2006-2007



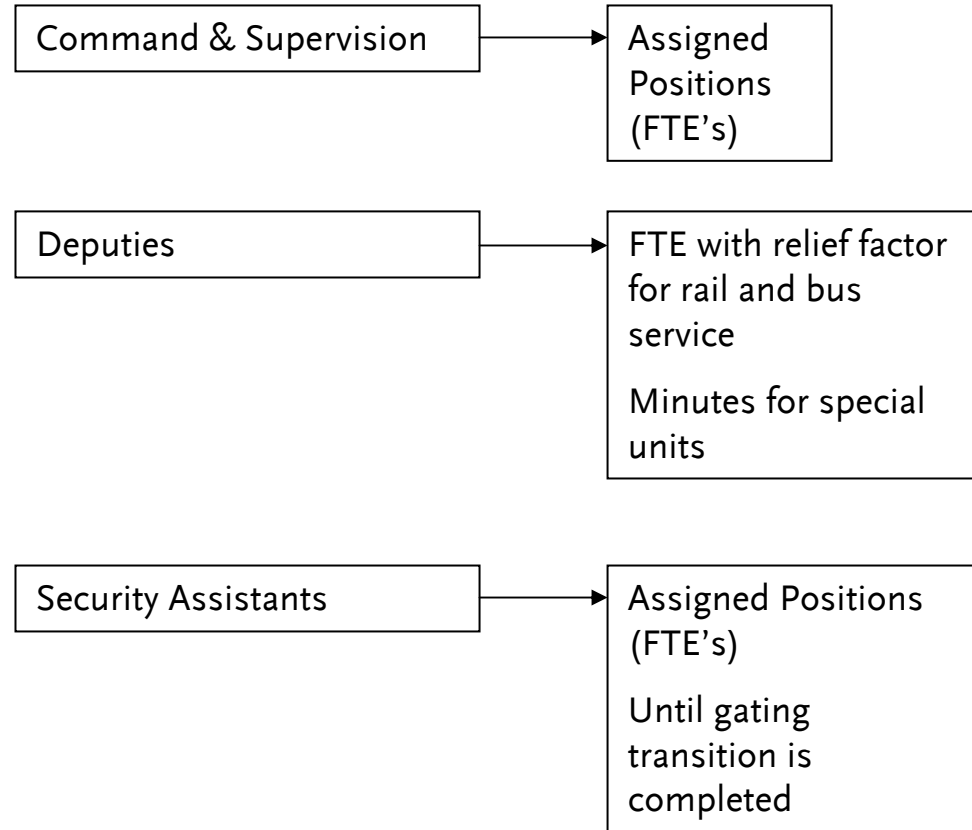
\$4,780,332

MOU Contract Type/Basis of Payment

Current



Proposed



Supervisory Ratio Profile

	Police Department	Ratio		
		Captain to Lieutenant	Lieutenant to Sergeant *	Sergeant to Police Officer
1	Los Angeles *	3.0	10.6	7.3
2	San Diego	3.9	5.6	8.0
3	San Jose	5.4	5.0	5.6
4	Sacramento	4.5	2.5	9.1
5	Santa Ana	8.0	4.1	7.5
6	Riverside	3.0	4.7	7.2
7	Average of Surveyed Departments	4.6	5.4	7.5
8	San Francisco	4.3	3.1	6.7
9	LASD	5.5	4.7	4.6
10	Metro Security	4.0	1.8	11.6

Per the report, the optimal ratio is one to seven or eight

* For Los Angeles, the Lieutenant to Sergeant ratio also includes detectives deployed at district police stations

Source: Budget Analyst of the City and County of San Francisco. (1998). Management Audit of the San Francisco Police Department, Phase 2, Appendix 1: Management Staffing & Supervision of Sworn Personnel {Electronic Version}. Retrieved November 4, 2008 from http://www.ci.sf.ca.us/site/budanalyst_page.asp?id=5214



Integration of Gating/TAP

Post - gating Metro Security Agent resource requirements were analyzed by Booz Allen...

Assumptions:

- Gating will be installed at all Red Line & Green Line Stations
- Total number of gated stations: 36
- Number of stations patrolled by one (1) "roving" agent: 5

- Number of "roving" Agents needed (36/5): 7
- Number of "fixed post" Agents needed: 3

- Total Agents 10

Estimated Annual Hours - Agents

- Total Hours needed for patrolling/inspection - GATED STATIONS: 73,000
- Total Hours needed for patrolling/inspection - UN-GATED STATIONS: 14,560

	Total Hours	<u>87,560</u>
	Hourly Rate: \$ 26.92	
	Total Cost (\$ in Thousands):	<u>\$ 2,357</u>

Assumes that 26% of stations will be un-gated after all gates are installed.



Integration of Gating/TAP...cont.

Profile of Customer Service and Fare Enforcement Models

Agency	Responsibility	
	Gates	Fare Enforcement
BART	Station Agents	BART Police
NYCT	Customer Service Agents	NYPD Transit Bureau
PATH	Customer Service Agents	Port Authority Police
WMATA	Station Agents	WMATA Transit Police
MTA Maryland	Station Agents	MTA Police
MBTA	Station Agents	MBTA Police

- Metro model mirrors the Port Authority Trans Hudson (PATH)
 - Customer Service Agents at the busiest stations during peak hours
 - CCTV/telephones linked to a central location or other locations
 - CCTV system aids police patrol personnel
- Booz Allen study indicates that the advantage of Customer Service Agents at gates is that inspectors have knowledge of the system, provide assistance, and develop a relationship with patrons

Summary

Begin negotiations with pursuing the following interests:

- Focus on non – sworn for the “softer” tasks and LASD on the more complex law enforcement tasks (task/skill set alignment)
- Sharing of fare evasion tasks to optimize revenue opportunities
- Metro – Focus on quality of life/gating attendant issues
- LASD – Focus on law enforcement and homeland security issues
- Use best practices and benchmark of other systems (i.e. San Diego and St. Louis) for efficiency and productivity improvements
- End negotiations with maximized deployment and performance within funding parameters
- Increase interoperability by establishing and mapping out communication protocols to bridge and ensure functional lines of communication