



Board Report

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AD-HOC TRANSIT POLICING OVERSIGHT COMMITTEE

JANUARY 21, 2016

SUBJECT: OFFICE OF THE INSPECTOR GENERAL REPORT ON METRO POLICING AND SECURITY WORKLOAD AND STAFFING ANALYSIS

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE this **Office of the Inspector General (OIG) report on the review of Metro policing and security workload and staffing analysis.**

ISSUE

The Metro Board directed the Inspector General to hire an expert consultant to conduct an in-depth analysis of workload, a risk assessment, risk mitigation strategies, and the staffing and deployment needs and approach to implement these strategies to provide a foundation for evaluating future options, and to arrive at the optimum number and mix of law enforcement and security personnel.

DISCUSSION

1. Scope of the Review

The OIG prepared a comprehensive scope of work for a Request for Proposal to obtain an expert consultant to perform an analysis of policing and security workload and staffing. BCA Watson Rice was hired to perform this review. The review team included recognized policing experts including the former Chief of Police for the Massachusetts Bay Transportation Authority. The primary objective of this review was to study the law enforcement and security workload, identify key risks for the Metro System, identify risk mitigation strategies, and identify staffing needs and staffing options.

2. Report Summary

The consultant completed the review and issued a comprehensive report on Metro policing and security workload staffing and analysis in January 2016 (see Attached Report).

The consultant recommends that for Metro to be effective and cost efficient, there must be an

appropriate match between the mission and the resources used, to provide safety and security services. The priorities developed by the Working Group established by the Board, to which Metro Enforcement and Security Personnel must respond are:

- **Addressing Crime and Responding to Calls for Service or Incidents** requires sworn law enforcement officers who have full powers to detain and arrest and to use force as required to provide this mission element.
- **Providing a Visible Security Presence** on the Metro System as a deterrent to crime and disorder, as well as other critical incidents like terrorist attacks. This service could be provided by law enforcement personnel, but may also be provided by well-trained and well-managed security personnel.
- **Enforcing Fare Compliance** on the Metro System, as well as enforcing Metro's customer code of conduct. Providing this service does not require law enforcement sworn personnel or security personnel.
- **Protecting Metro Critical Infrastructure** (Union Station and the Gateway Metro Headquarters Building) Union Station protection strategies include routine patrol, K9 explosives detection, and random passenger and baggage screenings currently conducted by law enforcement personnel. The Gateway Building security is currently provided through armed security officers. Providing critical infrastructure protection of the Gateway Metro Headquarters Building is a security function, and does not require law enforcement personnel.
- **Providing Security for Metro Facilities and Operations** through security units that patrol the various Metro facilities and provide a visible security presence for those facilities. In addition, Metro revenue operations security and protection is provided through security escorts of Metro revenue collection personnel, and security presence in the Metro cash counting facility. Security personnel also provide a visible security presence and deterrent to assaults or other actions against Metro pressure washer personnel that clean various Metro stations and facilities during the overnight hours. Providing security for Metro facilities and operations is a security function, and does not require law enforcement personnel.

The resources available to Metro to respond to these priorities by Metro Safety and Security include:

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

The TPD also provides uniformed Security Assistants (SA's) to Metro under contract. These SA's are not sworn personnel, nor are they qualified or certified as security personnel. The

SA's are not armed and have no authority to detain or arrest. The role of the SA's is limited to checking fare compliance and issuing administrative citations.

- **Local Law Enforcement Agencies** exist throughout the Metro service area to respond to and handle incidents and calls for service within their jurisdiction, and have a responsibility to do so. This is part of their basic service as law enforcement agencies. Similarly, these agencies have a responsibility to provide these same basic services to Metro buses and trains within their jurisdictions consistent with the service provided to all others within their jurisdictions. Metro should not have to contract with these agencies for these basic services, but may choose to contract for dedicated or supplemental resources from local law enforcement agencies.
- **Metro Security** includes uniformed and armed or unarmed security personnel primarily responsible for providing security for the Gateway Metro Headquarters Building, and for Metro facilities and operations. Metro Security officers are neither sworn nor certified law enforcement officers and do not have the authority to detain or arrest nor use force except in a defensive mode. Metro Security personnel could potentially play a substantial role on the Metro rail and bus systems by providing the security element of the Metro safety and security mission. However, several key issues must be resolved prior to assuming such a role. The primary need is to resolve ongoing questions regarding the authority these security personnel have, and the entity or agency responsible for granting and overseeing that authority. Metro also contracts for private security personnel.

The report estimates the annual hours required to provide security for each key service (e.g. rail system, bus system, critical infrastructure, etc.). For each key service category, the report provides staffing and deployment options (e.g., contract law enforcement, armed security officers, unarmed security officers, etc.) and cost estimates where data is available. A mix of these personnel could also be used to provide the services. The report also makes 15 recommendations that are being reviewed by Metro management.

3. Other Major "Take Aways" From the Study

- Assign the appropriate level of personnel to the priority in the quantity indicated by the data on calls or hours required;
- Assign personnel to cultivate collaboration with local law enforcement agencies for free basic services, regardless of what other options present themselves from responses to the RFP Metro will issue; and
- Ongoing data will be required to constantly reassess security needs. In the short term, develop or acquire a cell phone software application for better data collection to respond to immediate needs. In the long run, Metro should participate in the LASD development of a new Computer Aided Design (CAD) based data system that may be available in 3-5 years, or obtain its own CAD system.

NEXT STEPS

Metro management should:

- Review and analyze the findings and recommendations in the report and take appropriate actions.
- Complete Exhibit 2 in the report to include Metro responses, comments, and actions being taken for each recommendation.
- Periodically report to the Metro Board on the progress of completing implementing the report recommendations.

ATTACHMENTS

Attachment A - Report on Metro Policing and Security Workload and Staffing Analysis

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ATTACHMENT A

**Metro Policing and Security Workload and
Staffing Analysis**

Document Available Online at:

[http://libraryarchives.metro.net/DB Attachments/160106_OIG Security Workload.pdf](http://libraryarchives.metro.net/DB_Attachments/160106_OIG_Security_Workload.pdf)