

# Los Angeles County Sheriff's Department Contract Audit Report

## By Categories

### Status Update

AUDIT CATEGORY	AUDIT RECOMMENDATIONS	STATUS/CHALLENGES/SUCCESS
1. Transit Community Policing Plan	Require LASD to prepare and submit an annual Transit Community Policing Plan. The plan should identify the principles of community policing and define the roles of LASD deputies.	<ul style="list-style-type: none"> <li>• <b>Status: Completed</b> (LASD delivered Transit Community Policing Plan)</li> <li>• <b>Challenge:</b> The major challenge in preparing a transit community plan was to integrate an existing policing plan adopted by Sheriff's Department and revising this plan to a transit oriented community.</li> <li>• <b>Success:</b> <ul style="list-style-type: none"> <li>• LASD has submitted a Transit Community Policing Plan and established a Transit Division that will have a dedicated Chief of Transit and resources.</li> <li>• Enhanced communication between Metro and LASD Command staff.</li> <li>• Defined the roles of LASD deputies to focus on law enforcement related functions and fare enforcement.</li> </ul> </li> </ul>

AUDIT CATEGORY	AUDIT RECOMMENDATIONS	STATUS/CHALLENGES/SUCCESS
<p>2. Requirements for Bus/Rail Operations</p>	<p>Metro’s Scope of Work for the LASD contract defines specific requirements related to bus and rail operations. Specifically, the audit recommends LASD to submit a Bus and Rail Operations Plan, enhanced bus operations strategy (work with Bus Operations) to enhance response time for service calls, and review current fare enforcement strategy by Metro.</p>	<ul style="list-style-type: none"> <li>• <b>Status: Completed:</b> LASD developed a Bus and Rail Operations Plan. Metro is working with LASD and respective Metro departments to enhance the current fare enforcement strategy.</li> <li>• <b>Challenge:</b> The primary challenges in addressing the recommendations are: <ul style="list-style-type: none"> <li>• <b>Bus Operations:</b> <ul style="list-style-type: none"> <li>▪ Large transit service areas to respond to all bus service calls</li> </ul> </li> </ul> </li> <li>• <b>Success:</b> <ul style="list-style-type: none"> <li>• LASD developed a Bus and Rail Operations Plan</li> <li>• Reinstated LASD Bus Riding Team to address crimes and enhance response time for bus related service calls.</li> <li>• Metro’s Service Plan Department, in conjunction with LAMPS established a fare-evasion strategy taskforce.</li> </ul> </li> </ul>

AUDIT CATEGORY	AUDIT RECOMMENDATIONS	STATUS/CHALLENGES/SUCCESS
3. Communications	LASD Transit Service Bureau requires adequate space and facilities for the efficient and effective operations of the communication functions.	<ul style="list-style-type: none"> <li>• <b>Status: In-Progress:</b> Metro is working with LASD to meet space requirements outlined in the recommendations.</li> <li>• <b>Challenge:</b> <ul style="list-style-type: none"> <li>• Additional allocation of office space for LASD to address system expansion.</li> </ul> </li> <li>• <b>Success:</b> <ul style="list-style-type: none"> <li>• Provided additional office spaces to LASD located in Crenshaw, California.</li> <li>• Metro is in the process of providing a larger modular office space at the Rail Operations Center for LASD staff.</li> <li>• Metro incorporated space requirements for LASD in the future construction of Operations Control Center, consisting of bus, rail, and the emergency operations center.</li> </ul> </li> </ul>

AUDIT CATEGORY	AUDIT RECOMMENDATIONS	STATUS/CHALLENGES/SUCCESS
<p>4. Management, Oversight, and Performance Metrics</p>	<p>The audit recommended Metro to strengthen the current and future contract oversight to ensure performance metrics are met.</p>	<ul style="list-style-type: none"> <li>• <b>Status: In-Progress:</b> <ul style="list-style-type: none"> <li>• Metro retained Cambria Solutions, a consultant firm to assist LAMPS to develop a comprehensive oversight plan.</li> <li>• Staff continues to work on enhancing and/or developing new performance metrics that are applicable to current and future policing contracts.</li> </ul> </li> <li>• <b>Challenge:</b> None</li> <li>• <b>Success:</b> <ul style="list-style-type: none"> <li>• Per Board motion, staff has developed job descriptions for the three safety-related positions</li> <li>• LAMPS has a 5-Year strategic plan that will be incorporated as part of oversight plan currently in development.</li> </ul> </li> </ul>

AUDIT CATEGORY	AUDIT RECOMMENDATIONS	STATUS/CHALLENGES/SUCCESS
5. Report Analysis	Intelligence and information sharing are essential to reducing security risks, issues and incidents. Information such as facilities maps, fare validators, and integration of communications system between LASD and Metro were recommended in the audit.	<ul style="list-style-type: none"> <li>● <b>Status: In-Progress:</b> <ul style="list-style-type: none"> <li>● Staff is working to provide mapping to Metro facilities. Staff currently has station maps for our rail lines and is working to acquire facilities maps.</li> <li>● Staff is working with Metro's Information Technology Services Department to enhance the system video download from Bus Operations. Staff is working develop a proof-of-concept for wireless download of security videos at the site of the incident for law enforcement.</li> </ul> </li> <li>● <b>Challenge:</b> <ul style="list-style-type: none"> <li>● Limited functionality of first generation of mobile phone validators.</li> </ul> </li> <li>● <b>Success:</b> <ul style="list-style-type: none"> <li>● Staff has obtained station maps.</li> <li>● Next generation of mobile phone validators for fare checking are currently deployed for testing.</li> <li>● Transitioned Red Line stations maps that will be accessible by law enforcement through a mobile platform.</li> </ul> </li> </ul>

AUDIT CATEGORY	AUDIT RECOMMENDATIONS	STATUS/CHALLENGES/SUCCESS
<p>6. Security Organization and Responsibilities</p>	<p>The responsibility for providing safety and security of Metro’s bus and rail lines is shared between Metro’s security function and contract services provided by LASD. The audit indicates that Metro must address Metro Security roles and responsibilities and transition the “Director of Security” currently staffed by a LASD Lieutenant to a Metro staff position.</p>	<ul style="list-style-type: none"> <li>• <b>Status:</b> In-Progress: <ul style="list-style-type: none"> <li>• Staff is working to transition the Director of Security position currently served by a LASD Lieutenant to a Metro Full-Time Equivalent position.</li> <li>• Staff is continuing to work with Metro Security to address their current roles and responsibilities.</li> </ul> </li> <li>• <b>Challenge:</b> <ul style="list-style-type: none"> <li>• Defining roles and responsibilities as they are applicable under the Public Utilities Code 30504 and Union Agreements.</li> </ul> </li> <li>• <b>Success:</b> <ul style="list-style-type: none"> <li>• Per Board motion, staff has drafted the job specifications to transition the current Director of Security held by LASD to a Metro Full-Time Equivalent position.</li> </ul> </li> </ul>

AUDIT CATEGORY	AUDIT RECOMMENDATIONS	STATUS/CHALLENGES/SUCCESS
7. Personnel and Billing	The audit indicated that LASD need to provide Metro additional documentations in their billings and identify resource allocations.	<ul style="list-style-type: none"> <li>• <b>Status: In-Progress:</b> Staff is currently reviewing the supporting billing documentations.</li> <li>• <b>Challenge:</b> <ul style="list-style-type: none"> <li>• LASD to customize billing reporting as requested by Metro</li> </ul> </li> <li>• <b>Success:</b> <ul style="list-style-type: none"> <li>• Metro has requested and received supporting billing documentations indicating the number personnel billed monthly (shift date, station, Unit ID, Shift Number, and total minutes) and monthly minute compliance.</li> <li>• LASD is providing monthly updates to the resource allocations in their Intelligence-Lead-Policing briefings as well as statistical data on crimes, fare enforcement, and response time.</li> <li>• CARPing has been eliminated</li> </ul> </li> </ul>

AUDIT CATEGORY	AUDIT RECOMMENDATIONS	STATUS/CHALLENGES/SUCCESS
8. Independent Audits and Reviews	The audit recommends Metro to review previous audits/reviews and adopted pertinent recommendations.	<ul style="list-style-type: none"> <li>• <b>Status: In-Progress:</b> Staff will be finalizing the review of previous audits/recommendations. Staff will present to Metro management the recommended adoptions of these previous audits/reviews.</li> <li>• <b>Challenges:</b> None</li> <li>• <b>Success:</b> <ul style="list-style-type: none"> <li>• Metro will require annual audits on current and future contracts.</li> </ul> </li> </ul>