



JUNE 8, 1998

TO: BOARD OF DIRECTORS

FROM: ALLAN LIPSKY, *Allan Lipsky*
DEPUTY CHIEF EXECUTIVE OFFICER

SUBJECT: TRANSMITTAL OF REPORT FROM TRANSIT
POLICING STAFFING AND COST
CONSULTANT (BOYD MAIER & ASSOCIATES)

Metropolitan
Transportation
Authority

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ISSUE:

One of the major cost drivers within this agency is our regional transit security program and more specifically our cost of providing police services. Staff retained a consultant earlier in the spring to review the MTA's cost and methods of delivering this important police service. This Board Box Item transmits to the Board of Directors a report entitled; *Transit Security Cost and Effectiveness Benchmarking*, prepared May 14, 1998 by Boyd Maier & Associates. Also attached is a cover letter from Ms. Annabelle Boyd, a principal of Boyd Maier and the primary author of the study.

The Boyd Maier report is basically a comparative analysis of MTA's regional transit security program to other large public transit operators across the nation. This analysis provides numerous comparisons of the MTA costs and security record by ridership, stations, mile, rail car and other key factors to those of the other operators and against the national average.

BACKGROUND:

The merger or transfer of the MTA Transit Police Department into the Los Angeles Police Department (LAPD) and the Los Angeles County Sheriff's Department (LASD) was completed in November, 1997. Since that time the Transit Policing Partnership has been providing the contractual basic services while concurrently filling new staff assignments, developing new procedures, and completing numerous mobilization tasks. To date some of these mobilization tasks remain to be completed.

In accordance with the contract terms staff notified the LAPD and LASD of the proposed funding for FY 98-99. The LAPD and LASD are now preparing service delivery plans based on these funding levels. Staff will then coordinate security services provided by contract employees and guard contractors to ensure adequate coverage for our employees and passengers.

The LAPD and LASD contract terms will be presented for Board approval as soon as this security plan is completed.

Prepared by: Daniel R. Cowden
Director of Security and Law Enforcement Policy

May 12, 1998

Mr. Allan G. Lipsky
Deputy CEO
Metropolitan Transportation Authority
One Gateway Plaza
Los Angeles, CA 90012

Dear Mr. Lipsky:

In March 1998, the MTA Security Department contracted with Boyd, Maier & Associates, Inc. to perform a Law Enforcement Analysis for the MTA. The goal of this analysis was to evaluate security cost and effectiveness measures for the MTA and to place these measures in a national comparative context.

This work began with the identification of 15 Peer Transit Agencies (PTAs) with comparable service levels, law enforcement authorities, and levels of criminal activity. Then, using databases available from the Federal Transit Administration (FTA) and the Transportation Research Board (TRB), as well as materials and information collected from on-site interviews with MTA, LAPD, and LASD personnel, comparisons were conducted between the 15 identified PTAs and the MTA. Finally, the results of this analysis were documented in the report "*Transit Security Cost and Effectiveness Benchmarking: Findings and Recommendations.*"

As explained in the report, our analysis demonstrates that the MTA pays far more for security per passenger trip on *rail service* than its PTAs. Results of analysis performed for this assessment indicate that the 15 PTAs pay between a low of \$.07 per passenger trip (MBTA) and a high of \$.53 per passenger trip (Maryland MTA) for security. The average that the 15 PTAs pay is \$.27 per trip for security. In comparison, when the LAPD and LASD contracts are fully staffed, the MTA will pay \$.69 for security per passenger trip. (NOTE: proposed FY 1999 rates from the LAPD and LASD make this amount even higher, approximately \$.74 per passenger trip). The MTA also pays more for *bus security* than its PTAs. The PTAs average security expenditure per passenger trip for bus service is approximately \$.02. The MTA (and the Munis) spend approximately \$.05 per passenger trip.

There are two factors driving the disparity in rail security expenditures. The first is rail ridership. The MTA, which currently spends approximately \$15.8 million to protect rail passengers and service, provides only 32 million annual passenger trips on rail. Other PTAs make comparable security expenditures to protect combined rail and bus service with 2 to 9 times the annual number of passenger trips.

The second factor driving the disparity in security expenditures is the cost of law enforcement officers. The MTA currently pays an average of \$121,057 per LAPD officer per year (based on FY 1998 rates from the LAPD) and \$104,137 per LASD officer per year (based on FY 1998 rates from the LASD). In FY 1999, these rates will increase to \$129,821 per LAPD officer per year and \$110,125 per LASD officer per year. The majority of the PTAs pay far less than this amount per officer, averaging \$75,000. PTAs (NYCT and Maryland MTA) using transit bureaus of local police departments pay an average of \$87,000 per sworn officer.

Comparative analysis also indicates that, while the MTA rail system experiences more quality of life crimes than the majority of its PTAs, the level of serious criminal activity on MTA's rail service is average when compared to the 15 PTAs. In 1996, the MTA ranked:

- 4th out of the 15 PTAs for rail quality of life crimes per ten million passenger trips
- 14th out of the 15 PTAs for rail property crimes per ten million passenger trips
- 9th out of the 15 PTAs for violent crimes per ten million passenger trips
- 8th out of the 15 PTAs for total rail crimes per ten million passenger trips

Further, because of relatively low levels of criminal activity, projections of current staffing levels suggest that the LAPD and the LASD will have very low ratios of total crime per police officer. While the average activity among the PTAs is 12 crimes per sworn officer per year, projections indicate less than 7 crimes per year per LAPD/LASD officer.

Based on this analysis, we recommend that the MTA should freeze current staffing levels on both the LAPD and LASD contracts for FY 1999. Freezing current staffing levels and using the FY 1999 rates proposed by the LAPD and LASD results in the following budget estimates:

- FY 1999 Proposed Budget LAPD: \$20,580,921
- FY 1999 Proposed Budget LASD: \$16,497,710

Even at this new contracting level, the MTA will still pay more per rail passenger trip for security than any of its PTAs (\$.61 compared to the PTA's average of \$.27). Further, the level of security expenditure per passenger trip on bus service will be approximately \$.04, well above the PTA average of \$.025.

Longer term recommendations include an evaluation of civilianization of the fare inspection and enforcement process. A gradually phased-in program (using armed, non-sworn fare inspectors on rail service) can result in additional cost savings ranging from \$2 to \$4 million.

The MTA, which initially implemented high law enforcement staffing levels to protect new rail operations and to establish the precedent of passenger security, must now develop staffing plans based on the actual security requirements of this service. Recommendations based on comparative analysis, combined with on-going performance evaluation conducted by the MTA Security Department, should support the development of a security program that efficiently manages both crime and passenger fear, while providing a high degree of cost-effectiveness and accountability.

Sincerely,



Annabelle Boyd