



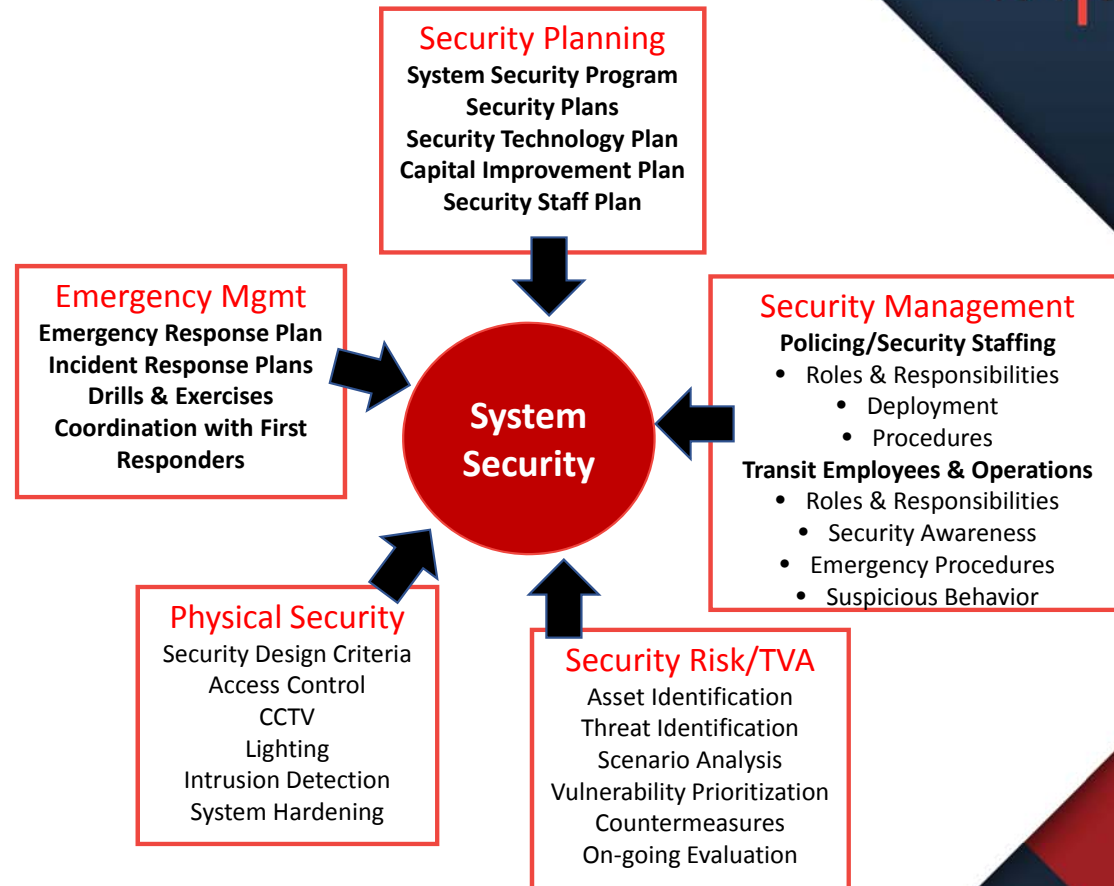
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METROLINK SYSTEM-WIDE SECURITY ASSESSMENT EXECUTIVE SUMMARY

February 27, 2019

Effective Security

- > Layered and scalable
- > Addresses the security concepts of
 - > *Deny,*
 - > *Deter,*
 - > *Detect,*
 - > *Respond &*
 - > *Recover*

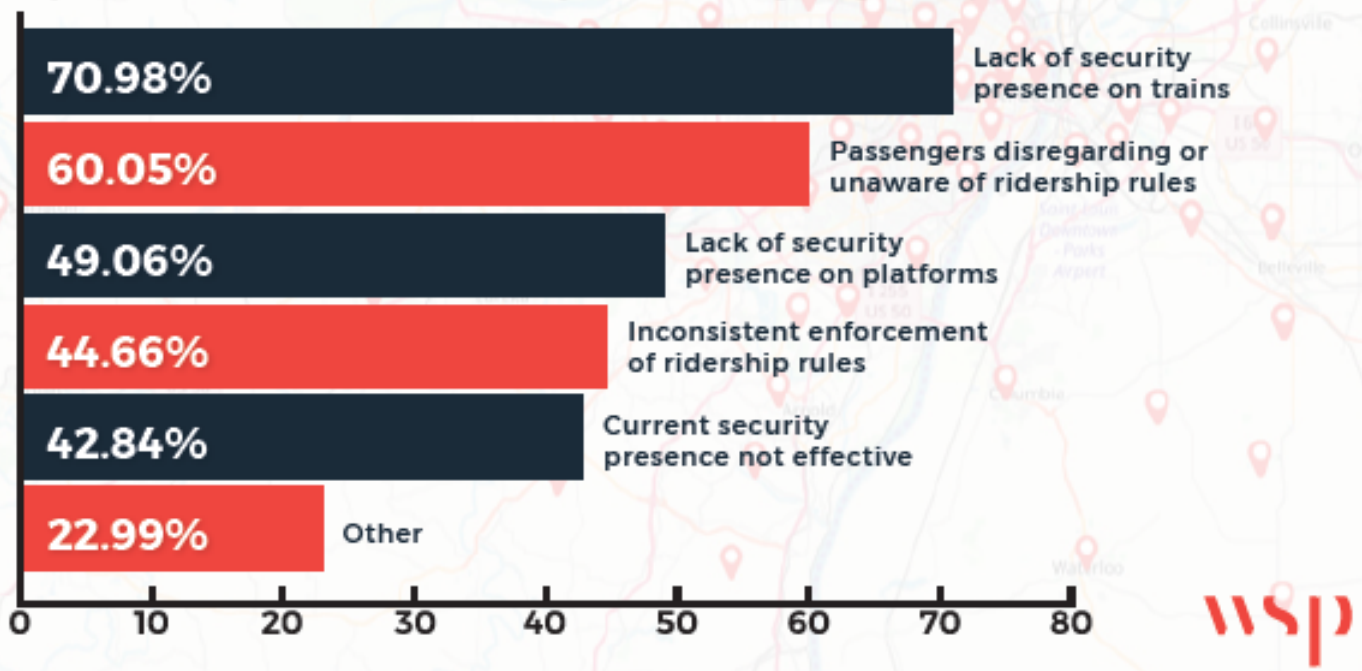


Recommendations

- > Recommendations across six (6) areas impacting Security
 - > Security Strategy
 - > CPTED
 - > Technology
 - > Police and Security Staff
 - > Procedures and Training
 - > Fare Inspection
- > Recommendations were ranked by priority
 - > 20% Urgent (Critically impact to system security/time sensitive)
 - > 60% High Priority (Address immediately but defer to Urgent needs)
 - > 20% Medium Priority (Address as resources are available from higher priority issues)
- > Metro has already made progress on some of the recommendations

TOP SECURITY CONCERNS SURVEY

An electronic survey was developed for the study and released on November 6, 2018 to key stakeholders such as entities whose leadership had been interviewed by the project team or attended briefings. The survey link was emailed with a request that the stakeholders distribute to their employees, team, students, etc. for participation. The survey was distributed to the general public on November 15, 2018 via website, social media and email blasts. More than 1,800 individuals participated in the survey, and 1,669 indicated they are current MetroLink riders. A summary of the results regarding their top concerns is below.



Security Strategy

- ★ Establish roles and responsibilities that support productive relationships among security partners
 - Clarify legal authority and establish appropriate accountability, transparency, and oversight of all security and policing staff
- ★ *Develop a strategic plan and build consensus (Phase II)*
 - Define performance metrics and include in job descriptions & security/policing contracts
 - Establish and implement collaborative crime data location, ownership
 - *Use data to inform system security*
- ★ *Improve internal and external communications*
 - Coordinate security strategy with safety and emergency management
- ★ De-politicize conversations about Metro security

KEY:*Italics***Urgent****In process at Metro**

Policing / Security Staff

- ★ Align Metro Public Safety with security strategy and a focus on security, not policing
- ★ Ensure the Metro Public Safety leadership is focused on relationships, understands transit security, and focuses on customer service
- ★ *Mediate and negotiate contracts with law enforcement partners, to ensure system coverage and strategic deployment*
 - Include performance requirements, deployment coordination, metrics that can be measured for success
 - Emphasis on Community Policing, not enforcement
- ★ Remove the privately-owned weapons of the Metro security
 - Identify the appropriate number of staff per shift or assignment and determine staffing needs

Policing / Security Staff

- Base deployment strategies on good security data and on the real and perceived security needs
- Allocate PSO staff to complement, not compete with, law enforcement
- Implement active and effective oversight for all security staff and contracted security / police
- ★ Eliminate K-9 teams as they are not aligned with future security strategy and are not the best utilization of PSO staff
- ★ *Establish positive working relationships among Metro, its internal and contracted security, and the law enforcement partners.*
- Remove ALL conflict from the public realm and deal with differences in in closed meetings



Procedures and Training

- Develop transit-specific policing training and procedures to support transit community policing
- Develop security training for all phases of Metro
 - Security design and application
 - Security awareness
 - De-escalation
- Revise, train and implement SOPs to carry out security operations
- Include the security training program in the Security Strategy
- *Refresh MetroLink Code of Conduct*
 - Post consistently through the system
 - Enforce the Code



The Code of Conduct refers to the following behaviors:

- Loud Music
- Fare Evasion
- Panhandling
- Arguments & Loud Talking
- Illegal Vendors
- Eating & Drinking
- and more

These behaviors show a lack of respect for other riders and MARTA will not tolerate them.

Fare Enforcement

- Establish a legal authority for fare enforcement that considers proof-of-payment and affirms fair treatment
- Determine a consistent basis for prosecution
- ★ Enforce fare policies, fairly and consistently
- Clearly state and post enforcement policies and define paid fare zones
- *Manage implementation of new fare applications, considering fare enforcement*
- *Use fare enforcement as a tool to engage customers*
- Provide extensive fare enforcement training
- ★ *Evaluate fare enforcement technology and provide tools for needs*



Crime Prevention through Environmental Design (CPTED)

- *Remove unnecessary, redundant, and confusing signage*
- Implement lighting maintenance program that replaces lighting without delay
- *Further evaluate site lines and implement design fixes where feasible*
- *Continue good maintenance practice, including active vegetation maintenance and graffiti removal*
- Develop and enforce clear and consistent “paid fare zones” by relocating TVMs and validators prior to the fare zone.
- *Minimize or activate space around the station entrances*



Technology

- Develop effective CCTV policies and training to address both safety/security and liability risk of the system
- ★ *Continue to advance efforts to share CCTV access with the appropriate law enforcement agency*
- Implement redundant communication system technology
- *Finalize and implement the singular shared radio frequency*
- ★ Develop communication protocol for an effective and professional communication environment.
- All personnel trained to the same standards of use and operation of radio technology
- Update or supplement uniforms with high-visibility components



Metro Progress

- Strengthening relationships between Metro and law enforcement partners
- Deploying visible, effective and coordinated security personnel
- Creating safer spaces
- Leveraging technology

