



METROLINK SYSTEM-WIDE SECURITY ASSESSMENT

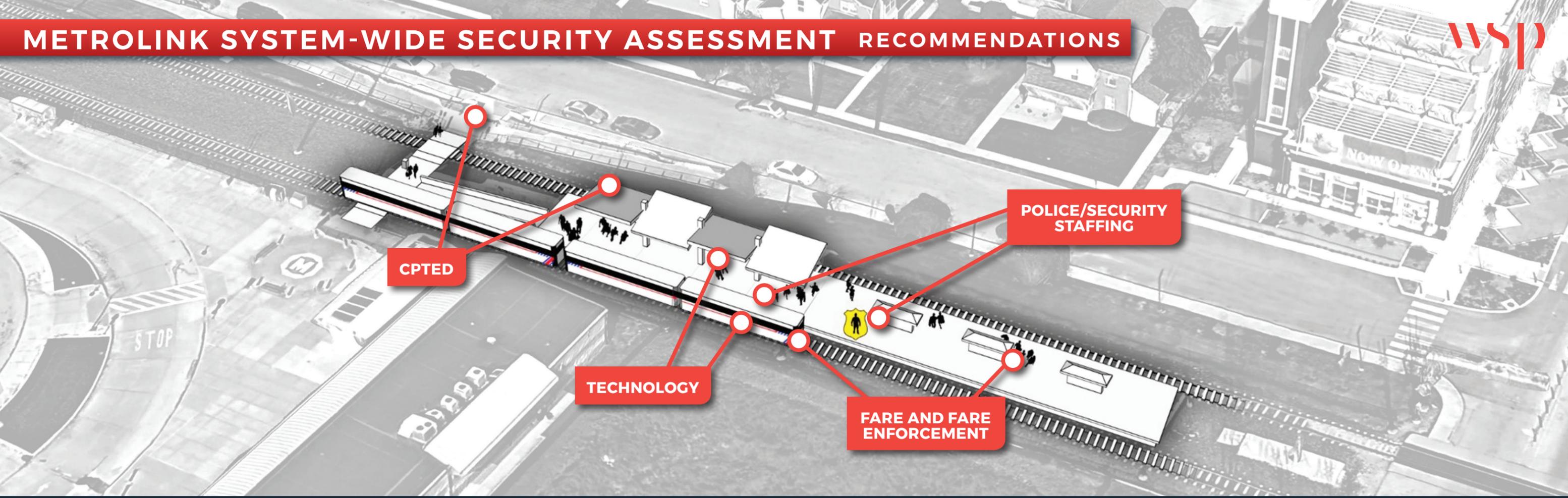
EXECUTIVE SUMMARY

PROJECT OVERVIEW

In response to growing transportation security concerns locally and globally, the East-West Gateway Council of Governments (EWG) initiated a system-wide security assessment for MetroLink and contracted with a WSP-led team to execute the assessment. The system-wide assessment includes:

- » Identifying existing conditions
- » Applying Crime Prevention Through Environmental Design (CPTED) principles
- » Outlining applicable industry best practices
- » Convening a peer transit agency team to review security of the system
- » Administering stakeholder outreach and surveys
- » Completing a threat and vulnerability assessment of MetroLink
- » Providing security recommendations based on assessment findings

Leadership at both Metro and Bi-State Development has actively participated in the assessment along with Metro staff and the three law enforcement partners that police MetroLink. In addition, implementation is already underway of several recommendations that arose out of this assessment.



SECURITY STRATEGY

- » Develop strategic security plan
- » **Establish and communicate roles/responsibilities for system security partners**
- » Clarify legal authority and establish accountability, transparency and oversight for metro, its contractors, and contracted law enforcement
- » Work with security partners to build support for strategic security plan
- » Define security and policing performance metrics
- » Facilitate connectivity across security, safety and emergency management programs
- » Define, collect and analyze crime and incident data using collaborative ownership and sharing protocols within a centralized crime reporting database
- » Use data to inform system security and deployment
- » Finalize shared radio use with clear protocols*
- » **Improve media relations and messaging regarding security**
- » **De-politicize conversation regarding Metro security**

POLICE/SECURITY STAFFING

- » **Align Metro public safety with refined security strategy***
 - Re-evaluate use of weapons of Public Safety Officers and contracted security
 - Eliminate or phase out Metro K-9 teams
- » **Re-evaluate security staff related to new strategy**
- » Utilize industry best practices to determine staffing needs and deploy based on data/perceived needs
- » Base deployment strategies on good security data and an understanding of the real and perceived security needs of the MetroLink system and its customers and coordinate with law enforcement and contracted security
- » Emphasize customer service for contracted security and increase supervision requirements and training
- » **Develop/revise contracts with law enforcement partners***
- » **Emphasize community policing in law enforcement contracts and provide transit related training**
- » **Define requirements of personnel, including command staff, assigned to MetroLink detail**
- » Train law enforcement in transit/rail operation and needs
- » Utilize contract requirements to ensure assigned law enforcement is aligned with security strategy
- » **Continue work to improve positive working relationships with all partners***
- » **Remove all conflict from the public realm**

PROCEDURES AND TRAINING

- » Revise and implement, train and enforce standard operating procedures for security operations
- » Refresh MetroLink code of conduct and post system wide
- » Enforce code of conduct with civil penalty or arrest
- » Develop transit-specific community policing procedures
- » Develop a training program with robust requirements and certification covering all aspects of security strategy
- » Develop specialized training covering topics such as mental illness, substance abuse, and disorderly conduct
- » Provide specific training to contracted staff that reflects the transit environment

FARE AND FARE ENFORCEMENT

- » Establish clear legal authority
- » Establish clear legal authority and transparent policies for fare enforcement
- » Clearly delineate paid fare zones
- » **Clearly state and consistently enforce policies**
- » Provide training for enforcement that leaves room for passenger education and fare purchasing
- » Use all security resources for enforcement with strategy of sweeps
- » Evaluate targeted fare enforcement areas
- » Establish a desired inspection rate
- » Develop initial and refresher enforcement training
- » Evaluate equipment needs for fare inspections
- » Measure fare evasion through enforcement activities

CPTED

- » Develop and implement a security design criteria resource
- » Update signage content and placement
- » Make signage consistent and remove redundant or confusing signage
- » Enhance wayfinding and provide customer service training to include passenger wayfinding
- » Replace remaining non-LED lighting and implement lighting maintenance program
- » Evaluate site lines and implement feasible fixes
- » Develop guidelines for advertisement placement
- » Install supplemental lighting to minimize shadows
- » Continue good maintenance practices
- » Communicate maintenance efforts with firm timelines
- » Develop and enforce clear paid fare zones
- » Minimize dead space around platforms

TECHNOLOGY

- » Update CCTV and pair with other technology
- » Evaluate existing Passenger Assistance and Emergency Telephones and upgrade as needed
- » **Continue to advance efforts for CCTV sharing***
- » Update the design, user interface and placement of Ticket Vending Machines and validators
- » **Develop communication protocols that are followed and enforced**
- » Implement redundant communication system
- » Implement singular shared radio frequency
- » Update or supplement uniforms with high visibility elements

Items in **BOLD** denote immediate priority recommendations.

* Metro is currently addressing as of February 2019

CPTED PRINCIPALS



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.

