Metro Security Projects

Phase 1

MetroLink Security Assessment

May 2018 – March 2019

Phase 2

Metro Security Strategy

April 2019 – March 2020

Scorecard Updates

September 2019 – Present

Phase 1 - MetroLink Security Assessment

May 2018 – March 2019

- Assessment of Existing Conditions
- CPTED Training
- Threats and Vulnerabilities Analysis
- Peer Transit Agency Review
- 99 Recommendations for Improvement
  - Security Strategy
  - Police & Security Staffing
  - Procedures & Training
  - Fare & Fare Enforcement
  - CPTED
  - Technology

Phase 2 - Metro Security Strategy

April 2019 – March 2020

METRO SYSTEM SECURITY STRATEGY

21 January 2020

- Comprehensive, Layered Security Program
  - Defined Roles & Responsibilities
  - Data Collection & Sharing
  - Collaborative Deployment
  - Effective Contracts with Police and Security
  - Rules Compliance

Signed by Bi-State's CEO, Elected Officials, Police Chiefs, Joint Task Force Commanders, and Metro's Public Safety Managers (February 2020)

Metro Security Scorecard

September 2019 - Present

- Third-party review process using objective evidence
- Measures Metro's progress toward implementation for each of the 99 recommendations
- Updated quarterly

METRO SECURITY SCORECARD – Progress

September 2019

March 2021

SECURITY STRATEGY – Progress

SECURITY STRATEGY

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
ROLES & RESPONSIBILITIES	Establish and communicate roles and responsibilities that support productive relationships among the entities responsible for system security.	In Process	In Process	LE Contracts Security Strategy	GM Metro/LE
	Clarify legal authority and establish appropriate accountability, transparency, and oversight of security personnel (staff and contracted).	In Process		Contracts	Bi-State
	Establish accountability, requirements for transparency and oversight within law enforcement contracts.	In Process		Contracts	Metro/LE
STRATEGIC SECURITY PLAN	Develop a strategic plan outlining a security program and establishing a security risk assessment methodology.	In Process	In Process	Written Security Strategy	Metro
	Work with security partners to build support for strategic elements and how policing impacts the security strategy.	In Process		LE Signoff on Security Strategy	Metro/LE
	Define security and policing performance metrics and include as criteria in Metro job descriptions and security and policing contracts.	In Process		Job Description w/ Metrics Contracts w/ Metrics	Metro/LE
ALL HAZARDS APPROACH	Coordinate security strategy with safety and emergency management programs.	Started	Started	Linking three (3) programs under leadership, objectives and strategy	Metro
	Facilitate ongoing connectivity across security, safety, and emergency management programs including strategic coordination, cross-program participation in hazard and risk activities, and data and information sharing.	Started		Coordination meeting minutes/ strategy showing connected	Metro
SECURITY DATA	Define, collect and analyze crime and incident data at a minimum, with a future goal of adding other types of data, such as customer input, to support system security	Started	Started	Data with support	Metro/LE
	Establish and implement collaborative data ownership and sharing protocols.	Started		Security strategy & demonstrated data sharing	Metro/LE
	Develop a centralized crime reporting database and define access.	Started		Comprehensive data base	LE Task Force
	Use data for trending to inform system security and staff/LE deployment.	Started		Database deployment model	Metro/LE
COMMUNICATION	Finalize the efforts for a shared radio channel for Public Safety Officers and police departments that meets the needs of the program.	Started	Started	Defined dispatch center and radio for the LE/Sec	LE/Metro
	Establish clear protocols for radio use, including immediately addressing issues arising from contracted security.	Started		Protocols aligned with LE	Metro
	Improve media relations and present a unified message to stakeholders regarding system security.	Started		Communication strategy agreed by all	Metro/LE
EMERGENCY MANAGEMENT	Integrate an effective Emergency Management program with Security that includes response procedures, an Emergency Management Plan, training, drills, exercises, and coordination with local emergency response entities.	Started	Started	Emergency management program	Metro
POLITICS	De-politicize the conversation about Metro Security.	Not Evidenced	Not Evidenced	Collaborative conversation	Public Leadership
			OVERALL SCORE: Started		

LE= Law Enforcement

Not Evidenced · Started · In Process (Action Needed to Complete) · Present but Not Fully Realized · Present and Fully Realized

September 2019

March 2021

SECURITY STRATEGY

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
ROLES & RESPONSIBILITIES	Establish and communicate roles and responsibilities that support productive relationships among the entities responsible for system security.	Present and Fully Realized	Present and Fully Realized	LE Contracts Security Strategy	GM Metro/LE
	Clarify legal authority and establish appropriate accountability, transparency, and oversight of security personnel (staff and contracted).	Present and Fully Realized		Contracts	Bi-State
	Establish accountability, requirements for transparency and oversight within law enforcement contracts.	Present and Fully Realized		Contracts	Metro/LE
STRATEGIC SECURITY PLAN	Develop a strategic plan outlining a security program and establishing a security risk assessment methodology.	Present and Fully Realized	Present and Fully Realized	Written Security Strategy	Metro
	Work with security partners to build support for strategic elements and how policing impacts the security strategy.	Present and Fully Realized		LE Signoff on Security Strategy	Metro/LE
	Define security and policing performance metrics and include as criteria in Metro job descriptions and security and policing contracts.	Present but Not Fully Realized		Job Description w/ Metrics Contracts w/ Metrics	Metro/LE
ALL HAZARDS APPROACH	Coordinate security strategy with safety and emergency management programs.	Present and Fully Realized	Present and Fully Realized	Linking three (3) programs under leadership, objectives and strategy	Metro
	Facilitate ongoing connectivity across security, safety, and emergency management programs including strategic coordination, cross-program participation in hazard and risk activities, and data and information sharing.	Present and Fully Realized		Coordination meeting minutes/ strategy showing connected	Metro
SECURITY DATA	Define, collect and analyze crime and incident data at a minimum, with a future goal of adding other types of data, such as customer input, to support system security	Present and Fully Realized	Present and Fully Realized	Data with support	Metro/LE
	Establish and implement collaborative data ownership and sharing protocols.	Present and Fully Realized		Security strategy & demonstrated data sharing	Metro/LE
	Develop a centralized crime reporting database and define access.	Present and Fully Realized		Comprehensive data base	LE Task Force
	Use data for trending to inform system security and staff/LE deployment.	Present and Fully Realized		Database deployment model	Metro/LE
COMMUNICATION	Finalize the efforts for a shared radio channel for Public Safety Officers and police departments that meets the needs of the program.	In Process ↓	Started ↓	Defined dispatch center and radio for the LE/Sec	LE/Metro
	Establish clear protocols for radio use, including immediately addressing issues arising from contracted security.	Present and Fully Realized		Protocols aligned with LE	Metro
	Improve media relations and present a unified message to stakeholders regarding system security.	Present and Fully Realized		Communication strategy agreed by all	Metro/LE
EMERGENCY MANAGEMENT	Integrate an effective Emergency Management program with Security that includes response procedures, an Emergency Management Plan, training, drills, exercises, and coordination with local emergency response entities.	Present and Fully Realized	Present and Fully Realized	Emergency management program	Metro
POLITICS	De-politicize the conversation about Metro Security.	In Process ↓	In Process ↓	Collaborative conversation	Public Leadership
			OVERALL SCORE: Present and Fully Realized		

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Not Evidenced · Started · In Process (Action Needed to Complete) · Present but Not Fully Realized · Present and Fully Realized

POLICE & SECURITY STAFFING – Progress

September 2019 • Issue 1

POLICE & SECURITY STAFFING

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
CURRENT METRO SECURITY STAFF	Ensure Public Safety Department leadership is aligned with refined security strategy.	Half	Half	Strategic plan	Metro
	Ensure the Department Chief is focused on law enforcement partners relationships, understands transit security, and focuses on customer service.	Half		Job description, positive relationships	Metro
	Evaluate members of the Public Safety Department, including leadership, for alignment with new direction and focus on securing the system over policing the system.	Quarter		New job descriptions, interviews of alignments	Metro
	Mediate and negotiate contractual relationships with law enforcement partners, to ensure system coverage and strategic deployment.	Half		Memorandum of Understanding (MOU), contracts	Metro/LE
METRO POLICING AND SECURITY	Continue to publicly and privately renounce the pursuit of an in-house transit police force, or achieve appropriate legal authority for having one.	Half	Quarter	Rebranding Public Service Officer, job descriptions, security strategy, uniforms/equipment	Metro
	Immediately remove the privately-owned weapons of the Public Safety Officers and maintain an unarmed status.	Empty		Bi-State Compact	Metro
	Provide appropriate training for job responsibilities.	Quarter		Training curriculum for job duties	Metro
STAFF PLANNING, BUDGETING & DEPLOYMENT	Use industry practices to identify the appropriate staff per shift or assignment and determine staffing needs.	Quarter	Quarter	Deployment strategy	Metro
	Use high-visibility uniforms for Public Safety Officers as a cost-effective method of increasing the perception of security presence.	Empty		Visual inspection	Metro
	Base deployment strategies on security data and an understanding of the real and perceived security needs of the customers and coordinate with law enforcement and contracted security.	Quarter		Deployment strategy, Security strategy	Metro/LE
	Allocate Public Service Officer staff to complement law enforcement, not compete with law enforcement.	Empty		Deployment Strategy	Metro
	Implement active and effective security staff and contracted security staff oversight.	Empty		Effective contracted security contract	Metro
	Eliminate or phase out Metro K-9 teams.	Full		No dogs	Metro
LAW ENFORCEMENT TASK FORCE	Revise contracts with law enforcement partners that have clear oversight capabilities, performance requirements, deployment coordination, metrics, and data sharing that can be measured for success.	Three-quarter	Three-quarter	Contracts	Metro/LE
	Emphasize community policing in the contracts.	Three-quarter		Contracts	Metro/LE
	Define requirements of personnel, including command staff, to ensure effective coordination with partners and a focus on community policing.	Three-quarter		Contracts	Metro/LE
	Train law enforcement in transit / rail operation and needs to allow better coordination.	Half		Training program	Metro/LE
	Utilize contract requirements to challenge any law enforcement that is not aligned with Metro strategies.	Three-quarter		Contract management	Metro
CONTRACTED SECURITY	Enhance use of contracted security with emphasis on customer service, active security presence and defined purpose to support security goals.	Half	Half	Oversight manager, contract requirements	Metro
	Increase internal contracted security supervision requirements.	Half		Contracted security oversight plan and audit plan	Metro
	Train contracted security for the active support role to complement other security activities.	Half		Contract training Curriculum	Security Contractors
RELATIONSHIPS	Continue work to establish positive working relationships among Metro, its internal and contracted security, and the law enforcement partners. Emphasize being a good partner through efforts that respect and support policing and security efforts.	Half	Half	Collaborative work environment, ongoing meetings	Metro/LE
	Remove ALL conflict from the public realm and deal with differences in closed meetings.	Three-quarter		Meeting to air issues, NO press	Metro/LE
	Establish roles and responsibilities, appropriate staffing, and collaborative meetings in security plans that facilitate the formation of positive relationships around a common goal.	Half		Security strategy	Metro
	OVERALL SCORE		Half		

LE= Law Enforcement

○ Not Evidenced ◔ Started ◑ In Process (Action Needed to Complete) ◕ Present but Not Fully Realized ● Present and Fully Realized

September 2019

March 2021

2021 • Quarter One

POLICE & SECURITY STAFFING

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
CURRENT METRO SECURITY STAFF	Ensure Public Safety Department leadership is aligned with refined security strategy.	Full	Full	Strategic plan	Metro
	Ensure the Department Chief is focused on law enforcement partners relationships, understands transit security, and focuses on customer service.	Full		Job description, positive relationships	Metro
	Evaluate members of the Public Safety Department, including leadership, for alignment with new direction and focus on securing the system over policing the system.	Full		New job descriptions, interviews of alignments	Metro
	Mediate and negotiate contractual relationships with law enforcement partners, to ensure system coverage and strategic deployment.	Full		Memorandum of Understanding (MOU), contracts	Metro/LE
METRO POLICING AND SECURITY	Continue to publicly and privately renounce the pursuit of an in-house transit police force, or achieve appropriate legal authority for having one.	Full	Full	Rebranding Public Service Officer, job descriptions, security strategy, uniforms/equipment	Metro
	Immediately remove the privately-owned weapons of the Public Safety Officers and maintain an unarmed status.	Full		Bi-State Compact	Metro
	Provide appropriate training for job responsibilities.	Three-quarter		Training curriculum for job duties	Metro
STAFF PLANNING, BUDGETING & DEPLOYMENT	Use industry practices to identify the appropriate staff per shift or assignment and determine staffing needs.	Full	Full	Deployment strategy	Metro
	Use high-visibility uniforms for Public Safety Officers as a cost-effective method of increasing the perception of security presence.	Full		Visual inspection	Metro
	Base deployment strategies on security data and an understanding of the real and perceived security needs of the customers and coordinate with law enforcement and contracted security.	Full		Deployment strategy, Security strategy	Metro/LE
	Allocate Public Service Officer staff to complement law enforcement, not compete with law enforcement.	Full		Deployment Strategy	Metro
	Implement active and effective security staff and contracted security staff oversight.	Full		Effective contracted security contract	Metro
	Eliminate or phase out Metro K-9 teams.	Full		No dogs	Metro
LAW ENFORCEMENT TASK FORCE	Revise contracts with law enforcement partners that have clear oversight capabilities, performance requirements, deployment coordination, metrics, and data sharing that can be measured for success.	Full	Full	Contracts	Metro/LE
	Emphasize community policing in the contracts.	Full		Contracts	Metro/LE
	Define requirements of personnel, including command staff, to ensure effective coordination with partners and a focus on community policing.	Full		Contracts	Metro/LE
	Train law enforcement in transit / rail operation and needs to allow better coordination.	Three-quarter		Training program	Metro/LE
	Utilize contract requirements to challenge any law enforcement that is not aligned with Metro strategies.	Full		Contract management	Metro
CONTRACTED SECURITY	Enhance use of contracted security with emphasis on customer service, active security presence and defined purpose to support security goals.	Full	Full	Oversight manager, contract requirements	Metro
	Increase internal contracted security supervision requirements.	Full		Contracted security oversight plan and audit plan	Metro
	Train contracted security for the active support role to complement other security activities.	Full		Contract training Curriculum	Security Contractors
RELATIONSHIPS	Continue work to establish positive working relationships among Metro, its internal and contracted security, and the law enforcement partners. Emphasize being a good partner through efforts that respect and support policing and security efforts.	Full	Full	Collaborative work environment, ongoing meetings	Metro/LE
	Remove ALL conflict from the public realm and deal with differences in closed meetings.	Full		Meeting to air issues, NO press	Metro/LE
	Establish roles and responsibilities, appropriate staffing, and collaborative meetings in security plans that facilitate the formation of positive relationships around a common goal.	Full		Security strategy	Metro
	OVERALL SCORE		Full		

LE= Law Enforcement

○ Not Evidenced ◔ Started ◑ In Process (Action Needed to Complete) ◕ Present but Not Fully Realized ● Present and Fully Realized

PROCEDURES & TRAINING – Progress

PROCEDURES & TRAINING

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
STANDARD OPERATING PROCEDURES (SOPS)	Revise and implement Standard Operating Procedures to carry out security operations correctly and consistently.	Half	Half	Standard Operating Procedures	Metro
	Ensure Standard Operating Procedures address security issues that may arise and cover both internal and external emergencies.	Three-quarters		Comprehensive Standard Operating Procedures	Metro
	Train and enforce the Standard Operating Procedures.	Half		Training plan, oversight plan	Metro
PASSENGER CODE OF CONDUCT	Refresh MetroLink code of conduct that controls the safety, security, and quality of life of people utilizing the system.	Half	Half	Code of Conduct	Metro
	Consistently post the updated code of conduct on system vehicles, trains, stops, platforms, and public buildings.	Half		Visual inspection	Metro
	Back the code of conduct by a civil penalty or arrest and enforce by transit security, transit police, and/or specific security staff who know the code.	Quarter		Bi-State Board adoption	Metro/LE/ Jurisdictions
TRAINING	Develop discrete transit-specific procedures and training for police to support community policing.	Empty	Half	Procedures and training program	Metro
	Include a training program in the Security Plan that includes requirements for qualification, requalification, familiarization, and refresher training programs to ensure demonstrate an understanding and proficiency in the application of rules, procedures, and equipment.	Half		Define and adopt training program	Metro
	Develop training that covers all aspects of Metro's security strategy and security awareness.	Half		Training program	Metro
	Establish security awareness training objectives for all transit employees that include behavioral awareness, surveillance, response procedures and self-protection.	Half		Training program	Metro
	Develop training that covers different situations that may arise on systems such as mental illness and disorderly conduct, emphasizing de-escalation training.	Half		Training program	Metro
	Provide specific training to contracted security staff and law enforcement partners that reflects the transit environment.	Half		Training program	Metro
			OVERALL SCORE		

LE= Law Enforcement

Not Evidenced · Started · In Process (Action Needed to Complete) · Present but Not Fully Realized · Present and Fully Realized

September 2019

March 2021

PROCEDURES & TRAINING

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
STANDARD OPERATING PROCEDURES (SOPS)	Revise and implement Standard Operating Procedures to carry out security operations correctly and consistently.	Three-quarters	Full ↑	Standard Operating Procedures	Metro
	Ensure Standard Operating Procedures address security issues that may arise and cover both internal and external emergencies.	Full		Comprehensive Standard Operating Procedures	Metro
	Train and enforce the Standard Operating Procedures.	Full ↑		Training plan, oversight plan	Metro
PASSENGER CODE OF CONDUCT	Refresh MetroLink code of conduct that controls the safety, security, and quality of life of people utilizing the system.	Full	Full	Code of Conduct	Metro
	Consistently post the updated code of conduct on system vehicles, trains, stops, platforms, and public buildings.	Full		Visual inspection	Metro
	Back the code of conduct by a civil penalty or arrest and enforce by transit security, transit police, and/or specific security staff who know the code.	Full		Bi-State Board adoption	Metro/LE/Jurisdictions
TRAINING	Develop discrete transit-specific procedures and training for police to support community policing.	Full	Full	Procedures and training program	Metro
	Include a training program in the Security Plan that includes requirements for qualification, requalification, familiarization, and refresher training programs to ensure demonstrate an understanding and proficiency in the application of rules, procedures, and equipment.	Full ↑		Define and adopt training program	Metro
	Develop training that covers all aspects of Metro's security strategy and security awareness.	Full		Training program	Metro
	Establish security awareness training objectives for all transit employees that include behavioral awareness, surveillance, response procedures and self-protection.	Full ↑		Training program	Metro
	Develop training that covers different situations that may arise on systems such as mental illness and disorderly conduct, emphasizing de-escalation training.	Full ↑		Training program	Metro
	Provide specific training to contracted security staff and law enforcement partners that reflects the transit environment.	Full		Training program	Metro
			OVERALL SCORE		

LE= Law Enforcement

Not Evidenced · Started · In Process (Action Needed to Complete) · Present but Not Fully Realized · Present and Fully Realized

FARE & FARE ENFORCEMENT – Progress

FARE & FARE ENFORCEMENT

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
AUTHORIZATION	Establish clear legal authorization to create the foundation for fare enforcement that accounts for MetroLink's proof-of-payment fare collection environment and determine a consistent basis for prosecution (criminal or civil).	Present but Not Fully Realized	Present but Not Fully Realized	Approved citation in all jurisdictions	Metro
POLICY	Establish and enforce clear, consistent, and transparent policies to create the foundation for fare enforcement and support a safe and orderly environment.	Present but Not Fully Realized	Present but Not Fully Realized	Fare policy	Metro
	Design policies to affirm the legal requirement to pay a fare and to assure fare-paying customers that they and other riders are being treated fairly.	Present but Not Fully Realized		Fare policy equity	Metro
	Clearly state and consistently enforce policies.	Present but Not Fully Realized		Standard Operation Procedure for fare enforcement and oversight	Metro
	Develop fare enforcement policies that reflect MetroLink's planned introduction of the Gateway Card and mobile ticketing application, including a fare enforcement application.	Present but Not Fully Realized		Fare policy	Metro
CUSTOMER EXPERIENCE	Use fare enforcement operations to help improve the perception of law and order on MetroLink, increase engagement with customers and use all personnel on the system to assist unfamiliar customers on how to use system and its ticketing mechanisms..	Started	Half Realized	Field interviews, reports	Metro
	Post signs at every entrance indicating that fares are required within fare zones and on transit vehicles. Note that fares are enforced.	Present but Not Fully Realized		Visual inspection	Metro
	Provide training for fare enforcement that leaves room for passenger education and fare purchasing.	In Process (Action Needed to Complete)		Documented process (Standard Operation Procedure)	Metro
OPERATIONAL APPROACH	Use either agency personnel or a mix of agency personnel and contract security officers for fare enforcement.	Started	Half Realized	Visual report	Metro
	Develop strategy of fare sweeps and de-emphasize targeted enforcement of fare evasion.	In Process (Action Needed to Complete)		Standard Operation Procedure	Metro
	Evaluate applicability of targeted fare enforcement for MetroLink in areas where transit lines intersect for operational efficiency and/or where data identifies potential target areas for fare enforcement. Consider working with local police in its various jurisdictions to conduct joint sweeps.	In Process (Action Needed to Complete)		Standard Operating Procedures	Metro/LE
	Establish a desired inspection rate and use it to calculate the number of dedicated fare enforcement agents required to support MetroLink operations.	In Process (Action Needed to Complete)		Manpower model or other	Metro
	Implement initial and refresher fare enforcement training programs that cover conducting fare inspections, providing customer service, and providing security for the system.	In Process (Action Needed to Complete)		Training program	Metro
	Evaluate the type and number of hand-held validators needed for fare inspections, including local law enforcement personnel needs.	Present but Not Fully Realized		Available equipment	Metro
MANAGEMENT & MEASUREMENT	Consider deploying handheld devices used to validate fares.	In Process (Action Needed to Complete)	Half Realized	Fare enforcement procedures that address required technology	Metro
	Measure fare evasion through their enforcement activities.	In Process (Action Needed to Complete)		Measurements	Metro
		OVERALL SCORE	Half Realized		

LE= Law Enforcement

○ Not Evidenced ◔ Started ◑ In Process (Action Needed to Complete) ◕ Present but Not Fully Realized ● Present and Fully Realized

September 2019

March 2021

FARE & FARE ENFORCEMENT

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
AUTHORIZATION	Establish clear legal authorization to create the foundation for fare enforcement that accounts for MetroLink's proof-of-payment fare collection environment and determine a consistent basis for prosecution (criminal or civil).	Present and Fully Realized	Present and Fully Realized	Approved citation in all jurisdictions	Metro
POLICY	Establish and enforce clear, consistent, and transparent policies to create the foundation for fare enforcement and support a safe and orderly environment.	In Process (Action Needed to Complete)	Half Realized	Fare policy	Metro
	Design policies to affirm the legal requirement to pay a fare and to assure fare-paying customers that they and other riders are being treated fairly.	In Process (Action Needed to Complete)		Fare policy equity	Metro
	Clearly state and consistently enforce policies.	Present but Not Fully Realized		Standard Operation Procedure for fare enforcement and oversight	Metro
	Develop fare enforcement policies that reflect MetroLink's planned introduction of the Gateway Card and mobile ticketing application, including a fare enforcement application.	In Process (Action Needed to Complete)		Fare policy	Metro
CUSTOMER EXPERIENCE	Use fare enforcement operations to help improve the perception of law and order on MetroLink, increase engagement with customers and use all personnel on the system to assist unfamiliar customers on how to use system and its ticketing mechanisms..	Present and Fully Realized ↑	Present and Fully Realized	Field interviews, reports	Metro
	Post signs at every entrance indicating that fares are required within fare zones and on transit vehicles. Note that fares are enforced.	Present and Fully Realized		Visual inspection	Metro
	Provide training for fare enforcement that leaves room for passenger education and fare purchasing.	Present and Fully Realized		Documented process (Standard Operation Procedure)	Metro
OPERATIONAL APPROACH	Use either agency personnel or a mix of agency personnel and contract security officers for fare enforcement.	Present and Fully Realized	Present and Fully Realized	Visual report	Metro
	Develop strategy of fare sweeps and de-emphasize targeted enforcement of fare evasion.	Present and Fully Realized		Standard Operation Procedure	Metro
	Evaluate applicability of targeted fare enforcement for MetroLink in areas where transit lines intersect for operational efficiency and/or where data identifies potential target areas for fare enforcement. Consider working with local police in its various jurisdictions to conduct joint sweeps.	Present and Fully Realized		Standard Operating Procedures	Metro/LE
	Establish a desired inspection rate and use it to calculate the number of dedicated fare enforcement agents required to support MetroLink operations.	In Process (Action Needed to Complete)		Manpower model or other	Metro
	Implement initial and refresher fare enforcement training programs that cover conducting fare inspections, providing customer service, and providing security for the system.	Present and Fully Realized		Training program	Metro
	Evaluate the type and number of hand-held validators needed for fare inspections, including local law enforcement personnel needs.	Present but Not Fully Realized		Available equipment	Metro
MANAGEMENT & MEASUREMENT	Consider deploying handheld devices used to validate fares.	In Process (Action Needed to Complete)	Half Realized	Fare enforcement procedures that address required technology	Metro
	Measure fare evasion through their enforcement activities.	In Process (Action Needed to Complete)		Measurements	Metro
		OVERALL SCORE	Half Realized		

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CPTED – Progress

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
SECURITY DESIGN	Develop and implement a security design criteria resource to assist in consistent security design principles and application. American Public Transportation Association (APTA) standards contain criteria that can be utilized.	○	○	Design criteria	Metro
SIGNAGE	Update signage, including content and placement, to clarify how to use the system and the expectations of customers.	◑	◔	Signage updated	Metro
	Make signage messaging, branding, and placement consistent along the entire system.	◔		Signage standards	Metro
	Remove unnecessary, redundant, and confusing signage.	◔		Visual inspection	Metro
	Include signage requirements in the security design criteria resource.	○		Design criteria	Metro
WAYFINDING	Enhance wayfinding with clarified directions at stations and clearer station names.	◑	◑	Visual inspection	Metro
	Provide customer service training that covers passenger wayfinding to internal and external MetroLink security personnel.	◔		Training criteria and program	Metro
LIGHTING	Replace all remaining non-LED lights to enhance efficiency and color rendering.	◑	◔	Visual inspection	Metro
	Implement maintenance program that identifies and replaces lighting without delay.	◑		Maintenance Standard Operation Procedure	Metro
	Include lighting requirements for system elements in a security design criteria resource.	○		Design criteria	Metro
SIGHT LINES	Further evaluate site lines and implement design fixes where feasible (e.g., replace or relocate bulky station furnishings).	◑	◔	Visual inspection	Metro
	Work with marketing department to develop guidelines for advertisement placement strategies to prevent blockage of sight lines.	○		Design criteria	Metro
	Use supplement lighting to minimize shadows that obscure sightlines and station elements.	○		Design criteria, Visual inspection	Metro
MAINTENANCE	Continue good maintenance practice, including active vegetation maintenance and graffiti removal, while enhancing focus on equipment maintenance and removing out-of-date messaging.	◑	◑	Design Criteria/Standard Operating Procedures	Metro
	Communicate maintenance efforts with concrete timelines, as possible.	◑		Maintenance schedule	Metro
OWNERSHIP	Develop and enforce clear and consistent "paid fare zones" by relocating Ticket Vending Machines and validators prior to the fare zone.	◑	◑	Visual inspection, design criteria	Metro
	Minimize dead space around the station platform entrances where loitering might impact customers.	◑		Design criteria, responsible infrastructure person	Metro
		OVERALL SCORE	◔		

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○ Not Evidenced ◔ Started ◑ In Process (Action Needed to Complete) ◕ Present but Not Fully Realized ● Present and Fully Realized

September 2019

March 2021

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
SECURITY DESIGN	Develop and implement a security design criteria resource to assist in consistent security design principles and application. American Public Transportation Association (APTA) standards contain criteria that can be utilized.	◕	◕	Design criteria	Metro
SIGNAGE	Update signage, including content and placement, to clarify how to use the system and the expectations of customers.	●	●	Signage updated	Metro
	Make signage messaging, branding, and placement consistent along the entire system.	●		Signage standards	Metro
	Remove unnecessary, redundant, and confusing signage.	●		Visual inspection	Metro
	Include signage requirements in the security design criteria resource.	◑		Design criteria	Metro
WAYFINDING	Enhance wayfinding with clarified directions at stations and clearer station names.	◕	●	Visual inspection	Metro
	Provide customer service training that covers passenger wayfinding to internal and external MetroLink security personnel.	●		Training criteria and program	Metro
LIGHTING	Replace all remaining non-LED lights to enhance efficiency and color rendering.	◕	◕	Visual inspection	Metro
	Implement maintenance program that identifies and replaces lighting without delay.	◕		Maintenance Standard Operation Procedure	Metro
	Include lighting requirements for system elements in a security design criteria resource.	●		Design criteria	Metro
SIGHT LINES	Further evaluate site lines and implement design fixes where feasible (e.g., replace or relocate bulky station furnishings).	◕	◕	Visual inspection	Metro
	Work with marketing department to develop guidelines for advertisement placement strategies to prevent blockage of sight lines.	◕		Design criteria	Metro
	Use supplement lighting to minimize shadows that obscure sightlines and station elements.	◕		Design criteria, Visual inspection	Metro
MAINTENANCE	Continue good maintenance practice, including active vegetation maintenance and graffiti removal, while enhancing focus on equipment maintenance and removing out-of-date messaging.	●	●	Design Criteria/Standard Operating Procedures	Metro
	Communicate maintenance efforts with concrete timelines, as possible.	◕		Maintenance schedule	Metro
OWNERSHIP	Develop and enforce clear and consistent "paid fare zones" by relocating Ticket Vending Machines and validators prior to the fare zone.	◕	◕	Visual inspection, design criteria	Metro
	Minimize dead space around the station platform entrances where loitering might impact customers.	◕		Design criteria, responsible infrastructure person	Metro
		OVERALL SCORE	◕		

LE= Law Enforcement

○ Not Evidenced ◔ Started ◑ In Process (Action Needed to Complete) ◕ Present but Not Fully Realized ● Present and Fully Realized

TECHNOLOGY – Progress

TECHNOLOGY

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
CLOSED CIRCUIT TELEVISION (CCTV)	Clearly define how Metro wants to use CCTV and then identify which best practices apply.	Started	Started	Standard Operating Procedures, supporting personnel	Metro/LE
	Update the CCTV on MetroLink CCTV network to security standards. Pair CCTV with other technologies such as radio communications and silent alarms to create an effective security system.	Started		Design Criteria	Metro
	Replace outdated, low-resolution cameras with high-resolution, variable view cameras.	Not Evidenced		Design Criteria	Metro
	Develop effective CCTV policies and training to address both safety/security and liability risk of the system, including a privacy policy for managing the use of images and sounds recorded by the system and a policy for video viewing, hard copy sharing, and retention.	Started		Standard Operating Procedures	Metro
	Be proactive with proper education, reference material, ethical vendors, and technology staff.	In Process (Action Needed to Complete)		Security strategy that defined technology requirements for CCTV	Metro
	Continue to advance efforts to share CCTV access with the appropriate law enforcement agencies that works in conjunction with the transit agency security office.	In Process (Action Needed to Complete)		Visual inspection	Metro/LE
PASSENGER ASSISTANCE & EMERGENCY PHONES	Further evaluate the design, placement, and functionality of existing passenger-assist telephones and emergency telphones and how that is influencing their level of effectiveness. Upgrade and add new telephones as needed.	Not Evidenced	Not Evidenced	Design Criteria	Metro
TICKET VENDING MACHINES & VALIDATORS	Support data collection and analysis and audits by tracking revenue and ticket sales by type.	In Process (Action Needed to Complete)	In Process (Action Needed to Complete)	Data/data analysis	Metro
	Update the design, user interface, and placement of Ticket Vending Machines and ticket validators to facilitate fare enforcement.	In Process (Action Needed to Complete)		Visual inspection, design criteria	Metro
RADIO	Implement redundant communication system technology, clearly establishing and practicing day-to-day and emergency radio procedures internally and with external partners.	Started	Started	Radio, equipment, Standard Operating Procedures, training	Metro/LE
	Finalize and implement the singular shared radio frequency that all safety and security personnel can use. Provide for the unified dispatch for security response.	Started		Standard Operating Procedures	Metro/LE
	Develop communication protocol and standards that are strictly followed and enforced to create an effective and professional communication environment.	Started		Standard Operating Procedures	Metro
	All personnel—internal and external—must be trained to the same standards of use and operation of radio technology.	In Process (Action Needed to Complete)		Training program	Metro/LE
HIGH-VISIBILITY UNIFORMS	Update or supplement uniforms with high-visibility components to increase the perception of presence on the system.	Not Evidenced	Not Evidenced	Visual inspection	Metro/LE
			OVERALL SCORE		

LE= Law Enforcement

Not Evidenced · Started · In Process (Action Needed to Complete) · Present but Not Fully Realized · Present and Fully Realized

September 2019

March 2021

TECHNOLOGY

	RECOMMENDATION	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
CLOSED CIRCUIT TELEVISION (CCTV)	Clearly define how Metro wants to use CCTV and then identify which best practices apply.	Present and Fully Realized ↑	Present but Not Fully Realized	Standard Operating Procedures, supporting personnel	Metro/LE
	Update the CCTV on MetroLink CCTV network to security standards. Pair CCTV with other technologies such as radio communications and silent alarms to create an effective security system.	Present but Not Fully Realized		Design Criteria	Metro
	Replace outdated, low-resolution cameras with high-resolution, variable view cameras.	Present but Not Fully Realized		Design Criteria	Metro
	Develop effective CCTV policies and training to address both safety/security and liability risk of the system, including a privacy policy for managing the use of images and sounds recorded by the system and a policy for video viewing, hard copy sharing, and retention.	Present and Fully Realized		Standard Operating Procedures	Metro
	Be proactive with proper education, reference material, ethical vendors, and technology staff.	Present and Fully Realized		Security strategy that defined technology requirements for CCTV	Metro
	Continue to advance efforts to share CCTV access with the appropriate law enforcement agencies that works in conjunction with the transit agency security office.	Present and Fully Realized		Visual inspection	Metro/LE
PASSENGER ASSISTANCE & EMERGENCY PHONES	Further evaluate the design, placement, and functionality of existing passenger-assist telephones and emergency telphones and how that is influencing their level of effectiveness. Upgrade and add new telephones as needed.	Present but Not Fully Realized	In Process (Action Needed to Complete)	Design Criteria	Metro
TICKET VENDING MACHINES & VALIDATORS	Support data collection and analysis and audits by tracking revenue and ticket sales by type.	In Process (Action Needed to Complete)		Data/data analysis	Metro
	Update the design, user interface, and placement of Ticket Vending Machines and ticket validators to facilitate fare enforcement.	In Process (Action Needed to Complete)		Visual inspection, design criteria	Metro
RADIO	Implement redundant communication system technology, clearly establishing and practicing day-to-day and emergency radio procedures internally and with external partners.	Present and Fully Realized	Present and Fully Realized ↑	Radio, equipment, Standard Operating Procedures, training	Metro/LE
	Finalize and implement the singular shared radio frequency that all safety and security personnel can use. Provide for the unified dispatch for security response.	In Process (Action Needed to Complete)		Standard Operating Procedures	Metro/LE
	Develop communication protocol and standards that are strictly followed and enforced to create an effective and professional communication environment.	Present and Fully Realized ↑		Standard Operating Procedures	Metro
	All personnel—internal and external—must be trained to the same standards of use and operation of radio technology.	Present and Fully Realized		Training program	Metro/LE
HIGH-VISIBILITY UNIFORMS	Update or supplement uniforms with high-visibility components to increase the perception of presence on the system.	Present and Fully Realized	Present and Fully Realized	Visual inspection	Metro/LE
			OVERALL SCORE		

LE= Law Enforcement

Not Evidenced · Started · In Process (Action Needed to Complete) · Present but Not Fully Realized · Present and Fully Realized

SUMMARY – Progress over 18 months

September 2019

March 2021

QUESTIONS?