METRO SECURITY SCORECARD

In February 2019, the MetroLink Security Assessment was completed. This project was led by East-West Gateway Council of Governments in close partnership with Metro Transit (a division of Bi-State Development) and Bi-State Development leadership and staff in response to a steady rise in crime and perception of crime on the MetroLink system. The final report yielded 99 recommendations spanning the six categories shown below.

A second phase of the project, The Metro Security Strategy, began in May 2019. Phase 2 outlines a program for implementing the non-infrastructure recommendations through the development of a comprehensive security strategy for the Metro Transit system. The project team has also been working closely with law enforcement partners from St. Louis County Police Department, St. Louis Metropolitan Police Department and the St. Clair County Sheriff's Department to determine security issues and to develop the resulting strategy.

This scorecard provides a mechanism to track Metro's progress toward implementing the comprehensive security strategy. Progress in each of the six categories is shown below. The pages that follow detail all 99 recommendations including information on progress, objective evidence used to measure progress, and the responsible entity or entities.

SECURITY STRATEGY
Roles & Responsibilities
Strategic Security Plan
All Hazards Approach
Security Data · Communication
Emergency Management
Politics

FARE & FARE ENFORCEMENT
Authorization · Policy
Customer Experience
Operation Approach
Management & Measurement

POLICE & SECURITY STAFFING
Current Metro Security Staff
Metro Policing
Contracted Security · Relationships
Staff Plan, Budget & Deployment
Law Enforcement Task Force

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)
Security Design · Signage
Wayfinding · Lighting
Sight Lines · Maintenance
Ownership

PROCEDURES & TRAINING
Standard Operating Procedures
Passenger Code of Conduct
Training

TECHNOLOGY
Closed Circuit Television · Radio
Passenger Assistance
Ticket Vending Machines & Validators
High-visibility Uniforms

METRO SECURITY SCORECARD

○ Not Evidenced   ◔ Started   ◑ In Process (Action Needed to Complete)

◐ Present but Not Fully Realized   ● Present and Fully Realized

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.	◐	●	LE Contracts Security Strategy	GM Metro/LE
	Clarify legal authority and establish appropriate accountability, transparency, and oversight of security personnel (staff and contracted).	◐		Contracts	Bi-State
	Establish accountability, requirements for transparency and oversight within law enforcement contracts.	◐		Contracts	Metro/LE
STRATEGIC SECURITY PLAN	Develop a strategic plan outlining a security program and establishing a security risk assessment methodology.	◐	●	Written Security Strategy	Metro
	Work with security partners to build support for strategic elements and how policing impacts the security strategy.	◐		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.	◔		Job Description w/ Metrics Contracts w/ Metrics	Metro/LE
ALL HAZARDS APPROACH	Coordinate security strategy with safety and emergency management programs.	◐	●	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.	◐		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	◐	●	Data with support	Metro/LE
	Establish and implement collaborative data ownership and sharing protocols.	◐		Security strategy & demonstrated data sharing	Metro/LE
	Develop a centralized crime reporting database and define access.	◐		Comprehensive data base	LE Task Force
	Use data for trending to inform system security and staff/LE deployment.	◐		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.	◑	◔	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.	◐		Protocols aligned with LE	Metro
	Improve media relations and present a unified message to stakeholders regarding system security.	◐		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.	◐	●	Emergency management program	Metro
POLITICS	De-politicize the conversation about Metro Security.	◑ ↓	◑ ↓	Collaborative conversation	Public Leadership
OVERALL SCORE			●		

LE = Law Enforcement

Legend: ○ Not Evidenced ◔ Started ◑ In Process (Action Needed to Complete) ◐ Present but Not Fully Realized ● Present and Fully Realized ↑ Score Increased ↓ Score Decreased

POLICE & SECURITY STAFFING

RECOMMENDATION

Category	Recommendation	STATUS	OVERALL	OBJECTIVE EVIDENCE	RESPONSIBLE PARTY
CURRENT METRO SECURITY STAFF	Ensure Public Safety Department leadership is aligned with refined security strategy.	●	●	Strategic plan	Metro
	Ensure the Department Chief is focused on law enforcement partners relationships, understands transit security, and focuses on customer service.	●		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.	●		New job descriptions, interviews of alignments	Metro
	Mediate and negotiate contractual relationships with law enforcement partners, to ensure system coverage and strategic deployment.	●		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.	●	●	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.	●		Bi-State Compact	Metro
	Provide appropriate training for job responsibilities.	◔		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.	●	●	Deployment strategy	Metro
	Use high-visibility uniforms for Public Safety Officers as a cost-effective method of increasing the perception of security presence.	●		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.	●		Deployment strategy, Security strategy	Metro/LE
	Allocate Public Service Officer staff to complement law enforcement, not compete with law enforcement.	●		Deployment Strategy	Metro
	Implement active and effective security staff and contracted security staff oversight.	●		Effective contracted security contract	Metro
	Eliminate or phase out Metro K-9 teams.	●		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.	●	●	Contracts	Metro/LE
	Emphasize community policing in the contracts.	●		Contracts	Metro/LE
	Define requirements of personnel, including command staff, to ensure effective coordination with partners and a focus on community policing.	●		Contracts	Metro/LE
	Train law enforcement in transit / rail operation and needs to allow better coordination.	◔		Training program	Metro/LE
	Utilize contract requirements to challenge any law enforcement that is not aligned with Metro strategies.	●		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.	●	●	Oversight manager, contract requirements	Metro
	Increase internal contracted security supervision requirements.	●		Contracted security oversight plan and audit plan	Metro
	Train contracted security for the active support role to complement other security activities.	●		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.	●	●	Collaborative work environment, ongoing meetings	Metro/LE
	Remove ALL conflict from the public realm and deal with differences in closed meetings.	●		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.	●		Security strategy	Metro
	OVERALL SCORE		●		

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▲ Score Increased   ▼ Score Decreased

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.	◕	● ↑	Standard Operating Procedures	Metro
	Ensure Standard Operating Procedures address security issues that may arise and cover both internal and external emergencies.	●		Comprehensive Standard Operating Procedures	Metro
	Train and enforce the Standard Operating Procedures.	● ↑		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.	●	●	Code of Conduct	Metro
	Consistently post the updated code of conduct on system vehicles, trains, stops, platforms, and public buildings.	●		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.	●		Bi-State Board adoption	Metro/LE/Jurisdictions
TRAINING	Develop discrete transit-specific procedures and training for police to support community policing.	●	●	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.	● ↑		Define and adopt training program	Metro
	Develop training that covers all aspects of Metro's security strategy and security awareness.	●		Training program	Metro
	Establish security awareness training objectives for all transit employees that include behavioral awareness, surveillance, response procedures and self-protection.	● ↑		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.	● ↑		Training program	Metro
	Provide specific training to contracted security staff and law enforcement partners that reflects the transit environment.	●		Training program	Metro
OVERALL SCORE		●			

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↑ *Score Increased from Previous Report* ↓ *Score Decreased from Previous Report*

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).	◑	●	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.	◑		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.	◑	◑	Fare policy equity	Metro
	Clearly state and consistently enforce policies.	◐		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.	◑		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..	● ↑	●	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.	●		Visual inspection	Metro
	Provide training for fare enforcement that leaves room for passenger education and fare purchasing.	●		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.	●		Visual report	Metro
	Develop strategy of fare sweeps and de-emphasize targeted enforcement of fare evasion.	●		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.	●	●	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.	◑		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.	●		Training program	Metro
	Evaluate the type and number of hand-held validators needed for fare inspections, including local law enforcement personnel needs.	◐		Available equipment	Metro
MANAGEMENT & MEASUREMENT	Consider deploying handheld devices used to validate fares.	◑	◑	Fare enforcement procedures that address required technology	Metro
	Measure fare evasion through their enforcement activities.	◑		Measurements	Metro
OVERALL SCORE			◔		

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↑ Score Increased   ↓ Score Decreased

CPTED 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.	Started	Present but Not Fully Realized	Design criteria	Metro
SIGNAGE	Update signage, including content and placement, to clarify how to use the system and the expectations of customers.	Present but Not Fully Realized	Present and Fully Realized	Signage updated	Metro
SIGNAGE	Make signage messaging, branding, and placement consistent along the entire system.	Present but Not Fully Realized		Signage standards	Metro
SIGNAGE	Remove unnecessary, redundant, and confusing signage.	Present but Not Fully Realized		Visual inspection	Metro
SIGNAGE	Include signage requirements in the security design criteria resource.	In Process		Design criteria	Metro
WAYFINDING	Enhance wayfinding with clarified directions at stations and clearer station names.	Started	Present and Fully Realized	Visual inspection	Metro
WAYFINDING	Provide customer service training that covers passenger wayfinding to internal and external MetroLink security personnel.	Present but Not Fully Realized		Training criteria and program	Metro
LIGHTING	Replace all remaining non-LED lights to enhance efficiency and color rendering.	Started	Present but Not Fully Realized	Visual inspection	Metro
LIGHTING	Implement maintenance program that identifies and replaces lighting without delay.	Started		Maintenance Standard Operation Procedure	Metro
LIGHTING	Include lighting requirements for system elements in a security design criteria resource.	Present but Not Fully Realized		Design criteria	Metro
SIGHT LINES	Further evaluate site lines and implement design fixes where feasible (e.g., replace or relocate bulky station furnishings).	Started	Present but Not Fully Realized	Visual inspection	Metro
SIGHT LINES	Work with marketing department to develop guidelines for advertisement placement strategies to prevent blockage of sight lines.	Started		Design criteria	Metro
SIGHT LINES	Use supplement lighting to minimize shadows that obscure sightlines and station elements.	Started		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.	Present but Not Fully Realized	Present and Fully Realized	Design Criteria/Standard Operating Procedures	Metro
MAINTENANCE	Communicate maintenance efforts with concrete timelines, as possible.	Started		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.	Started	Present but Not Fully Realized	Visual inspection, design criteria	Metro
OWNERSHIP	Minimize dead space around the station platform entrances where loitering might impact customers.	Started		Design criteria, responsible infrastructure person	Metro
OVERALL SCORE		Present but Not Fully Realized			

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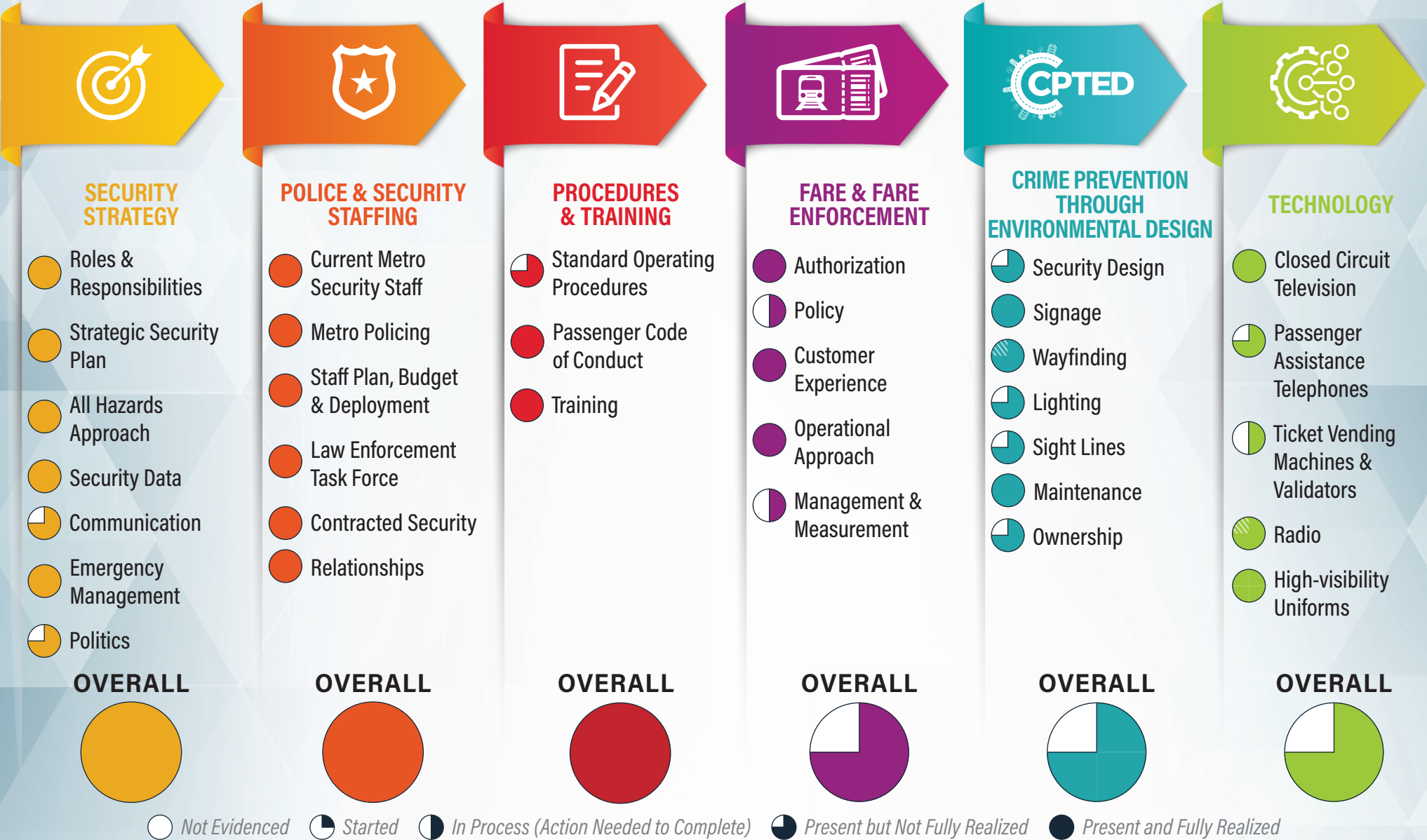
▲ Score Increased   ▼ Score Decreased

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.	◉ ▲		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.	◕		Design Criteria	Metro
	Replace outdated, low-resolution cameras with high-resolution, variable view cameras.	◔	◉	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.	◉		Standard Operating Procedures	Metro
	Be proactive with proper education, reference material, ethical vendors, and technology staff.	◉		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.	◉		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.	◔	◔	Design Criteria	Metro
TICKET VENDING MACHINES & VALIDATORS	Support data collection and analysis and audits by tracking revenue and ticket sales by type.	◐	◐	Data/data analysis	Metro
	Update the design, user interface, and placement of Ticket Vending Machines and ticket validators to facilitate fare enforcement.	◐		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.	◉		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.	◐	◉ ▲	Standard Operating Procedures	Metro/LE
	Develop communication protocol and standards that are strictly followed and enforced to create an effective and professional communication environment.	◉ ▲		Standard Operating Procedures	Metro
	All personnel—internal and external—must be trained to the same standards of use and operation of radio technology.	◉		Training program	Metro/LE
HIGH-VISIBILITY UNIFORMS	Update or supplement uniforms with high-visibility components to increase the perception of presence on the system.	◉	◉	Visual inspection	Metro/LE
OVERALL SCORE		◔			

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▲ *Score Increased*   ▼ *Score Decreased*

METRO SECURITY AT-A-GLANCE PROGRESS

SECURITY STRATEGY

- Roles & Responsibilities
- Strategic Security Plan
- All Hazards Approach
- Security Data
- Communication
- Emergency Management
- Politics

OVERALL

POLICE & SECURITY STAFFING

- Current Metro Security Staff
- Metro Policing
- Staff Plan, Budget & Deployment
- Law Enforcement Task Force
- Contracted Security
- Relationships

OVERALL

PROCEDURES & TRAINING

- Standard Operating Procedures
- Passenger Code of Conduct
- Training

OVERALL

FARE & FARE ENFORCEMENT

- Authorization
- Policy
- Customer Experience
- Operational Approach
- Management & Measurement

OVERALL

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

- Security Design
- Signage
- Wayfinding
- Lighting
- Sight Lines
- Maintenance
- Ownership

OVERALL

TECHNOLOGY

- Closed Circuit Television
- Passenger Assistance Telephones
- Ticket Vending Machines & Validators
- Radio
- High-visibility Uniforms

OVERALL

Legend:
- ◯ Not Evidenced
- ◔ Started
- ◑ In Process (Action Needed to Complete)
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- ● Present and Fully Realized

This summary was prepared as part of the East-West Gateway Council of Governments Phase II Comprehensive Security Program contract. Updates will be provided quarterly.

If you have questions about the scorecard or would like more information about the Metro Security Assessment or Strategy, please contact Marcie Meystrik at East-West Gateway Council of Governments (314) 421-4220 or go to www.ewgateway.org/metrolink-security