



**Metropolitan  
Transit  
System**

## Agenda

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM  
SECURITY & PASSENGER SAFETY COMMUNITY ADVISORY GROUP (CAG)

April 12, 2022

10:30 am

\*Meeting will be held via webinar\*

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### ACTION RECOMMENDED

- |                                   |   |                 |
|-----------------------------------|---|-----------------|
| 1.                                | ROLL CALL   |                 |
| 2.                                | <a href="#">APPROVAL OF MINUTES - February 1, 2022</a>  | Approve         |
| 3.                                | PUBLIC COMMENTS   |                 |
| <b>COMMITTEE DISCUSSION ITEMS</b> |   |                 |
| 4.                                | <a href="#">Fare Enforcement Diversion Program (Karen Landers)</a><br>Action would provide feedback to MTS staff and the Public Security Committee concerning a permanent Fare Enforcement Diversion Program. | Possible Action |
| 5.                                | <a href="#">American Public Transportation Association (APTA) Peer Review Report Update (Al Stiehler)</a><br>Action would provide feedback to MTS staff regarding the APTA Peer Review Report.                | Possible Action |



- |    |  |                 |
|----|--|-----------------|
| 6. | <a href="#"><u>Security Enforcement Practices – Youth Riders (Sharon Cooney)</u></a>   | Possible Action |
|    | Action would provide feedback to MTS staff regarding Security personnel effectively and age appropriately approaching enforcement with youth riders. |                 |

OTHER ITEMS

- 7. COMMITTEE MEMBER COMMUNICATIONS AND OTHER BUSINESS
- 8. NEXT MEETING DATE: June 15, 2022
- 9. ADJOURNMENT

# DRAFT MINUTES

## MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM SECURITY & PASSENGER SAFETY COMMUNITY ADVISORY GROUP (CAG)

February 1, 2022

1. ROLL CALL

Sharon Cooney, MTS Chief Executive Officer, called the Security & Passenger Safety Community Advisory Group (CAG) meeting to order at 9:06 a.m. A roll call sheet listing of CAG member attendance is attached.

2. CHIEF EXECUTIVE OFFICER REPORT

Ms. Cooney discussed how the CAG came about and that she appreciates all who volunteered their time to be part of it. She discussed the work of the CAG and stated they will advise and help inform the decisions being made by the MTS Public Security Committee. Ms. Cooney stated the CAG Chair would need to present to the MTS Public Security Committee any ideas from CAG. Ms. Cooney mentioned that the CAG will meet every couple of months coinciding with the MTS Public Security Committee meetings. Ms. Cooney then read down the list of members giving each of them a chance to introduce themselves and state why they wanted to be on the CAG.

3. PUBLIC COMMENTS

*Norma Sandoval* – Ms. Sandoval voiced her concerns in regards to the bus stops located near Monte Vista Village Senior Living Center on the corner of Massachusetts Avenue and Mt. Vernon Avenue in the City of Lemon Grove. She stated that currently the stops do not have benches for the elderly who access transportation and asked that MTS add covered benches on both the west and east side of Massachusetts Avenue. Ms. Cooney stated this will be referred to staff to look into.

4. Appointment of CAG Chairperson and Vice Chairperson

Ms. Cooney discussed the details and responsibilities of the Chairperson and Vice Chairperson. She mentioned that the Chair and Vice Chair should be able to commit to attending each scheduled CAG meeting in order to run the meeting. Ms. Cooney mentioned that it will be the Chair's responsibility to manage the time and ensure the CAG discusses all items on the agenda at each meeting. She mentioned that there may be instances when the Chair would need to communicate with the MTS Board of Directors to explain the outcomes from the CAG meetings. Ms. Cooney stated a Chair's job is the unsung hero of public work as they need to be both a mediator and diplomatic during the meetings.

Ms. Cooney proceeded to open the agenda and discussed taking nominations from the floor. She stated that each nominee would then have a few minutes to say why they would like to be chosen and why they feel they should be appointed Chair or Vice Chair. The CAG discussed the best way to move forward with the voting. One member of the CAG suggested to poll the CAG members via email, while others suggested to move

forward with the voting during the meeting. A member of the public, Norma Sandoval, provided a brief public comment stating she would prefer the voting to occur during the meeting so the public can be present. The CAG moved forward with voting for the Chair and Vice Chair position during the meeting. Megan Welsh was appointed Chair of the CAG, and John Brady was appointed Vice Chair of the CAG. The official vote is listed below.

Action Taken – Appointment of Chairperson

Megan Welsh was appointed as Chair of the CAG and the vote was 11 in favor, 0 in opposition, and 5 abstentions.

Action Taken – Appointment of Vice Chairperson

John Brady was appointed as Vice Chair of the CAG and the vote was 11 in favor, 0 in opposition, and 5 abstentions.

5. Director's Security Update

Ms. Cooney commented that this item was designed to be more informative for the CAG to familiarize the group on what MTS has been working on and how MTS handles public security. Al Stiehler, Director of Transit Security & Passenger Safety, proceeded to provide his presentation with a brief overview of everything that has been done in 2021 and what is being worked on in 2022. He started by introducing the Transit Security & Passenger Safety staff and the composition of the department. Mr. Stiehler talked about the addition of Inter-Con Security and mentioned three priorities of the department as well as the department's mission. He shared information on policy changes, new uniforms and the fare diversion program. Mr. Stiehler discussed training, mentioned the Naloxone Project status, talked about the bus support team, community engagement and partnership developments. He shared information on the homeless outreach efforts, operation lifesaver and employee engagements. Mr. Stiehler concluded his presentation mentioning a few of the challenges moving forward which included outreach effort enhancements, crime reduction to provide the safest environment for MTS riders and fare collection.

COMMITTEE COMMENTS

Emma Rodriguez asked about armed guards and what that entails. Mr. Stiehler responded saying none of MTS Code Compliance Officers are armed. He stated that it is the contracted security company that staffs armed officers and mentioned that they go through strict firearms and use of force training. Ms. Rodriguez asked about the type of calls received by the bus enforcement support team. Mr. Stiehler commented that the calls are usually from bus operators asking for assistance with unruly passengers and other issues.

Bobby Salas asked if the outreach team located at 12<sup>th</sup> and Imperial was made up of security and code compliance staff. Mr. Stiehler stated that the team is made up of two code compliance officers, an outreach worker from the Downtown San Diego Outreach

Partnership and an employee from the Health and Human Services Agency. Mr. Salas asked if those officers received any specialized training. Mr. Stiehler commented that those officers have been trained and he is looking into more training opportunities for the team. Mr. Salas asked about the Professional Standards Unit and asked if it will consist of supervisory staff from the enforcement division or will it be outside personnel. Mr. Stiehler stated that the person selected to run the unit would be from outside of the supervisory staff and would report directly to him.

Vinton Omaleki asked about the policy changes regarding de-escalation when feasible and if de-escalation was the first option personnel used before other actions. Mr. Stiehler responded that de-escalation is the first option. Mr. Omaleki inquired about the number of officers who participated in the survey and how many of those officers wanted more self defense options. Mr. Stiehler mentioned that he does not have the number on hand but recalls it being low. Ms. Cooney mentioned that the internal MTS safety staff are represented by a labor union and that union leadership has consistently asked MTS for more protective equipment and training for the staff. Ms. Cooney stated that it is a concern for all of public transportation as there has been an increase in assaults on employees of transit agencies especially during COVID.

John Brady started off by recognizing Mr. Stiehler as a man of honor and intention. Mr. Brady stated that he is concerned about the safety of the public security staff and is happy to hear there may be self defense training provided. He would like to see a report on what type of assaults, including injuries, the officers are experiencing.

Ariana Mondragon questioned whether or not there is a date to make the fare diversion pilot program permanent. Ms. Cooney stated the program is still ongoing, there is no set end date and MTS is still collecting data. Karen Landers, MTS General Counsel, commented that, because of COVID, the pilot program was officially extended through September 2022. Ms. Mondragon asked if the citations were still going through criminal court. Ms. Landers stated that the citations do go to criminal court, but are treated as infractions. Ms. Mondragon asked who the public should contact if they have a diversion program question. Ms. Landers stated that contact information for the diversion program is on the website.

Victoria Turner questioned which trolley lines were the most dangerous. Ms. Turner asked if the audio and video on the trolley light rail vehicles were live. Mr. Stiehler stated the audio and video are recorded which can then be downloaded once the light rail vehicle has returned to trolley yard. Ms. Cooney stated that if a person sees something they could text a message to the number located in all light rail vehicles, stating what line you are on, where you are heading, what the light rail vehicle number is and what the issue or concern is. Ms. Cooney stated by sending the text an officer can be dispatched to that location.

Rocina Lizarraga asked what type of input MTS receives from the disabled community. Ms. Cooney stated MTS has an Accessible Services Advisory Committee that can speak to those specific concerns of people who may have particular needs for training in order to travel safely on MTS vehicles.

Michelle Krug asked about the armed contractors and their history in regards to incidents related to injuries or fatalities. Mr. Stiehler stated that with the management team in place at this time, there are no incidents that they are aware of but said he could research the history.

Action Taken

No action taken. Informational item only.

6. COMMITTEE MEMBER COMMUNICATIONS AND OTHER BUSINESS

There were no committee member communications.

7. NEXT MEETING DATE

The next meeting will be determined.

8. ADJOURNMENT

The meeting was adjourned at 11:01 a.m.

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Chairperson  
San Diego Metropolitan Transit System

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Clerk of the Security & Passenger  
Safety Community Advisory Group

Attachment: Roll Call Sheet

SAN DIEGO METROPOLITAN TRANSIT SYSTEM  
SECURITY AND PASSENGER SAFETY  
COMMUNITY ADVISORY GROUP (CAG) MEETING  
ROLL CALL

MEETING OF (DATE):

February 1, 2022

CALL TO ORDER  
(TIME):

9:06 am

ADJOURN:

11:01 am

COMMITTEE MEMBER		REPRESENTING	PRESENT (TIME ARRIVED)	ABSENT (TIME LEFT)
Ariana Federico Mondragon	<input checked="" type="checkbox"/>	Community Advocacy Group Member	9:06 am	11:01 am
Bobby Ray Salas	<input checked="" type="checkbox"/>	Public Safety Professional/Consultant	9:06 am	11:01 am
Emma Rodriguez	<input checked="" type="checkbox"/>	Youth/Young Adult	9:06 am	10:57 am
Hoan-Vu Do	<input checked="" type="checkbox"/>	City of San Diego Resident Transit Rider	9:06 am	11:01 am
John Brady	<input checked="" type="checkbox"/>	Community Advocacy Group Member	9:06 am	11:01 am
Karen Howard	<input checked="" type="checkbox"/>	City of San Diego Resident Transit Rider	9:06 am	11:01 am
Kathryn Durant	<input checked="" type="checkbox"/>	Regional Task Force on Homelessness Member	9:07 am	11:01 am
Manu Agni	<input checked="" type="checkbox"/>	Youth/Young Adult	9:06 am	9:32 am
Matthew Wechter	<input checked="" type="checkbox"/>	Social Service Agency Professional/Public Defender/Other Court Personnel	9:06 am	11:01 am
Megan Welsh	<input checked="" type="checkbox"/>	Educator with a Primary Study Focus in Public Safety	9:06 am	11:01 am
Michelle Krug	<input checked="" type="checkbox"/>	Disabled Community Advocate	9:06 am	11:01 am
Rocina Lizarraga	<input checked="" type="checkbox"/>	South Bay Resident Transit Rider	9:06 am	11:01 am
Roddrick Colvin	<input checked="" type="checkbox"/>	Educator with a Primary Study Focus in Public Safety	9:06 am	10:49 am
Todd Temple	<input checked="" type="checkbox"/>	Business/Tourism Professional	9:06 am	11:01 am
Victoria Turner	<input checked="" type="checkbox"/>	Senior Community Advocate	9:06 am	11:01 am
Vinton Omaleki	<input checked="" type="checkbox"/>	East County Resident Transit Rider	9:06 am	11:01 am

CLERK OF THE CAG:

*Karen Wisniewsky*



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## **Agenda Item No. 4**

**MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM  
SECURITY & PASSENGER SAFETY COMMUNITY ADVISORY GROUP (CAG)**

April 12, 2022

**SUBJECT:**

**FARE ENFORCEMENT DIVERSION PROGRAM (KAREN LANDERS)**

**RECOMMENDATION:**

That the Security & Passenger Safety Community Advisory Group (CAG) provide feedback to MTS staff and the Public Security Committee concerning a permanent Fare Enforcement Diversion Program.

Budget Impact

None.

**DISCUSSION:**

On June 11, 2020 (AI 31), the MTS Board of Directors authorized staff to implement a Fare Evasion Diversion Program as a 12-month pilot project (Diversion Pilot). The Diversion Pilot period was extended an additional 12-months (July 29, 2021 (AI 18)) and is currently set to expire on August 31, 2022.

MTS is finalizing its analysis of the Diversion Pilot and preparing a recommendation for the Public Security Committee and MTS Board of Directors to make the program permanent, with some revisions. Staff will provide a presentation to the CAG about the successes and challenges associated with the Diversion Pilot over the previous 19 months, and seek feedback on potential modifications to recommend for the permanent program.

**Key Features of Diversion Pilot**

Eligibility: All fare violations are eligible, unless there was another violation (e.g., vandalism, assault, failure to comply) at the time of citation. No graduated offense levels with graduated penalties (e.g., first offense, second offense, etc.) are included because officers do not have the ability to efficiently check prior citation history when in the field.





Current Options to Resolve:

1. Option to Immediately Purchase Fare in lieu of citation.
2. Pay Reduced Fine within 120 days: \$25
  - Pay In-Person at Transit Store
  - Pay by Mail
3. Complete Community Service within 120 days: 3 Hours
4. Limited Appeal within 15 days: Proof of Paid Fare or Malfunctioning Ticket Vending Machine
  - If appeal granted, then citation dismissed
  - If appeal denied, option to pay fine or complete community service within original 120-day window
5. No Action Taken within 120 days: Citation transmitted to San Diego Superior Court for adjudication

**Diversion Pilot – Staff Data Analysis and Anecdotal Observations**

Civil Justice Goals of the Diversion Pilot

One of the primary policy goals of the Diversion Pilot was to provide a non-criminal path for individuals to resolve a fare citation. As structured, the Diversion Pilot achieves this goal by:

(1) providing a 4-month period to resolve the citation BEFORE it is sent to the court and entered into the court system database;

(2) providing a significantly reduced fine (\$25) as compared to the fine and fees that are imposed once the citation enters the court system (\$177+);

(3) providing a community service option for individuals without the means to pay even the reduced fine, with the service hours significantly less than the hours generally ordered as part of the court process; and

(4) providing an expedited, informal appeal process for citations that have a factual defense.

Ridership/Financial Impact of Diversion Pilot

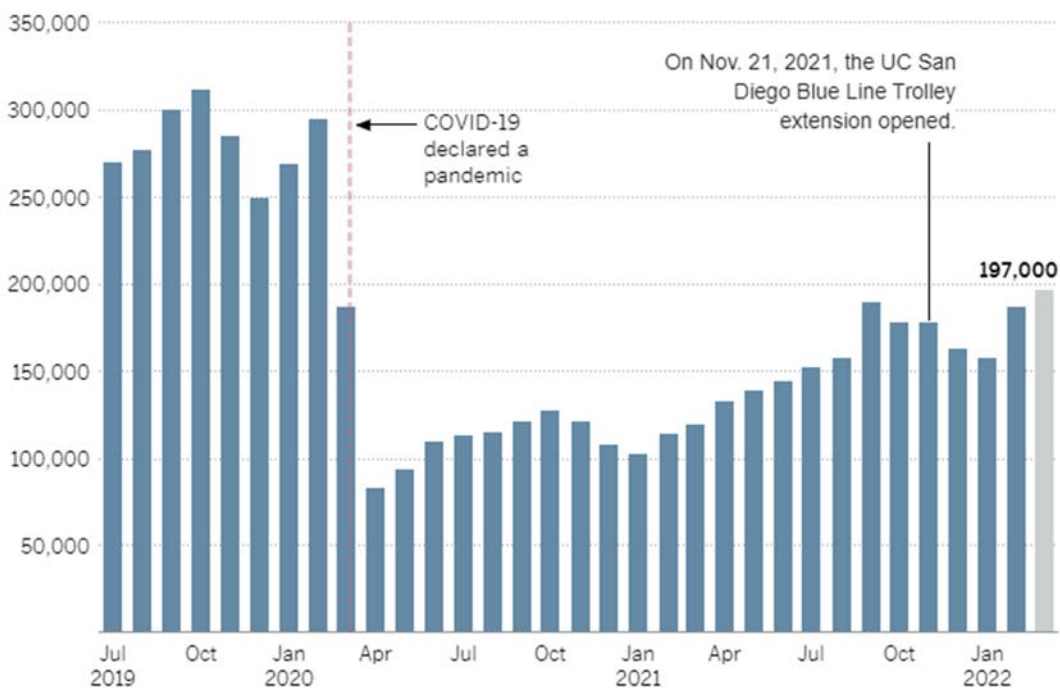
Pre-pandemic, approximately one third of MTS's operational budget, or \$97 million each year, was covered by fare revenues. Any reduction in fare revenues recovered by MTS could result in a significant budget deficit and require reduction in service or raising of fares to balance the impact. Therefore, the Diversion Pilot was structured so that there is still an incentive to pay your transit fare (to avoid the penalty in time or money that would apply if you are caught without a valid fare). The program attempted to more equitably and proportionally align the penalty with the actual violation.

One of the major staff concerns about potential adverse impacts of the Diversion Pilot was if the program would (i) reduce the incentive for riders to buy a fare and simultaneously (ii) increase the number of riders who decide to "risk it" and ride without a fare. Since the MTS trolley system is a barrier-free system, and our security personnel are limited and unable to check every rider on every trip, a primary tenet of the MTS fare enforcement model is the "honor system". The honor system is upheld by two main factors: riders wanting to "do the right thing"

by paying for their ride and riders who perceive the penalty for not having a fare to not be worth the risk. If riders only decide to pay for a fare when they get caught, then they may only end up paying for 1 out of every 10 rides. This could have a significant, adverse financial impact on MTS.

Unfortunately, analysis of the financial impact of the Diversion Pilot has been hampered by the COVID-19 pandemic. As a result of the pandemic, beginning in March 2020, MTS saw significant ridership declines. For example, ridership in April 2020 was just 28% of ridership in February 2020. The Diversion Pilot was implemented in September 2020. By that time, ridership had only slightly improved – to 41% of February 2020 ridership. Ridership continues to slowly improve, but is still approximately 70% of pre-pandemic levels as of March 2022.

The San Diego Metropolitan Transit System's weekday ridership for bus and trolley, by month.



Transit was free in September 2021 to usher in MTS's new fare-collection system, PRONTO. Data for March 2022 is preliminary.  
 Source: San Diego Metropolitan Transit System

Karthika Namboothiri / The San Diego Union-Tribune

Although ridership is trending in the right direction, fare revenue is not following the same recovery curve. Based on current trends, MTS anticipates FY 2022 fare revenue to be just 57% of pre-pandemic totals. This 13% difference between the ridership and fare revenue recoveries equates to a \$12.6 million revenue loss.

It is unclear how much, if any, of the \$12.6 million revenue loss for FY 2022 is attributable to the Diversion Pilot's policies, or to other factors. A significant program that was introduced in September 2021 was the new PRONTO fare system. The PRONTO fare system is different from the former Compass Card system in that it:

(a) Best Fare Technology. Employs a “best fare” software that compares the rides a passenger takes each day and month and makes sure that they never get charged more than the “best fare”. This means that two trolley trips (including 1 free transfer each way) in one day would only be charged \$5.00 (\$2.50 each one way), and three separate trips in one day would only be charged \$6.00 (the day pass price instead of three one-way tickets at a cost of \$7.50). Multiple trips in a month would never exceed the \$72 monthly pass price.

(b) Tapping at Each Trip Segment Required for Payment to be Received. Because the “best fare” payment is based on the trips taken, even though a passenger may have loaded a full \$72 into their PRONTO account, MTS does not get paid<sup>1</sup> until the card is tapped on a validator on each trip segment. If the passenger does not tap, then the money loaded is simply waiting as stored value for the customer to use on a future trip.

Therefore, while the PRONTO fare system gives the passenger a financial benefit with the Best Fare Technology, it also requires a change in habits and behaviors for our riders: consistently tapping a validator before every trip segment. After more than six months of PRONTO roll-out activities, this continues to be an area of significant confusion and frustration for MTS passengers. MTS is working on a plan to further educate our passengers on how the new system works, and provide more ways for passengers to tap/validate their fares.

As it relates to the Diversion Pilot, the PRONTO system’s required tapping at every trip segment has further increased the ease of “risking it”: a passenger can load stored value on a PRONTO card and only tap it when approached by an MTS code compliance inspector.

#### Diversion Pilot Participation

Unfortunately, actual participation in the Diversion Pilot has been extremely low. Only 1% of all fare violations identified in the field ended up participating in the Diversion Pilot. MTS Staff does not believe that low participation rates should mean that the program is discontinued. The policy goal of providing a non-criminal path, with more equitable penalty provisions, is still a valid goal that the Diversion Pilot answers.

The data collected shows that almost all fare violation citations issued by MTS still end up at court, and that most go unresolved in the criminal process. This means that, despite the non-criminal and significantly lower penalty path provided by MTS, most violations result in compounding court fines, failure to appear penalties, and court records.

Staff has reviewed the data related to the citations and believes there are areas for partnership with community groups and advocates to potentially craft additional outreach to people needing services or to educate their clients on the non-court options available to them. MTS staff has also worked with the Homeless Court post-conviction relief programs to support clearance of MTS citations for program participants.

#### **Permanent Diversion Program Proposal**

Based on the experience over the Diversion Pilot period, staff proposes that the Fare Evasion Diversion Program be made permanent with the following changes:

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<sup>1</sup> Although the full stored value amount may have been paid to the MTS PRONTO system when it was first added, in accounting terms, MTS does not recognize the revenue until each trip is tapped.

1. DELETE the Option to Immediately Purchase Fare in lieu of citation. This contributes to the “risk it” attitude and conflicts with the requirement under the PRONTO fare system that a fare product must be tapped for *every trip segment*. Allowing passengers to pay a one-way fare upon being found without a fare will contradict the training and education efforts regarding how to use the PRONTO fare system. It also removes the risk of *any penalty* for riding without a fare. The Diversion Pilot goal was to provide a non-criminal path to resolve a fare citation and more equitably align the penalty with the violation – not to remove any penalty at all. Passengers must still have an incentive to pay the fare at the beginning of a trip. Keeping this option is the main financial risk to MTS’s budget from the Diversion program.
2. Pay Reduced Fine within 120 days: \$15 (reduced from \$25)
  - Pay In-Person at Transit Store
  - Pay by Mail
3. Complete Community Service within 120 days: 1 Hour (reduced from 3 hours); this reduced amount aligns with the minimum wage and newly reduced fine amount of \$15.
4. Limited Appeal within 15 days: Proof of Paid Fare or Malfunctioning Ticket Vending Machine (no change proposed)
  - If appeal granted, then citation dismissed
  - If appeal denied, option to pay fine or complete community service within original 120-day window
5. No Action Taken within 120 days: Citation transmitted to San Diego Superior Court for adjudication (no change proposed)

/S/ Sharon Cooney

Sharon Cooney  
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, [Julia.Tuer@sdmts.com](mailto:Julia.Tuer@sdmts.com)



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## **Agenda Item No. 5**

**MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM  
SECURITY & PASSENGER SAFETY COMMUNITY ADVISORY GROUP (CAG)**

April 12, 2022

**SUBJECT:**

**AMERICAN PUBLIC TRANSPORTATION ASSOCIATION (APTA) PEER REVIEW REPORT  
UPDATE (AL STIEHLER)**

**RECOMMENDATION:**

That the Security & Passenger Safety Community Advisory Group (CAG) provide feedback to MTS staff regarding the APTA Peer Review Report.

Budget Impact

None.

**DISCUSSION:**

In October 2020, MTS requested APTA to convene a Peer Review Panel to assist in evaluating the MTS security and enforcement system. The APTA Peer Review Panel was composed of industry experts and senior executive professionals from within the public transit industry. The panel provided advice, guidance, benchmarking and best practices to assist MTS in reviewing its security enforcement systems and practices. MTS staff will provide an update on the latest progress towards the recommendations provided in the report.

/S/ Sharon Cooney

Sharon Cooney  
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, [Julia.Tuer@sdmts.com](mailto:Julia.Tuer@sdmts.com)

Attachment: A. APTA Peer Review Matrix



List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<b>4.1 Effectiveness of CCIs and security contract structure</b>		
<b><i>Data-related recommendations</i></b>		
<p>1. MTS should consider enhancing the Transit Enforcement Division’s ability to collect crime-related data, on all modes of transportation and on all MTS property, so resources can be efficiently deployed and passengers and employees can be educated on crime prevention.</p>	<p>Staff is working closely with MTS IT Department to develop a data collection solution that will assist with both crime statistics and deployment strategies.</p>	<p>Ongoing</p>
<p>2. The panel recommends that the MTS Transit Enforcement Department look to enhance crime data collection on trolleys, buses and facilities so information can be “heat-mapped” and shared with the CCIs, contract guards, employees and the public.</p>	<p>Staff is working closely with MTS IT Department to develop a data collection solution that will assist with both crime statistics and deployment strategies.</p>	<p>Ongoing</p>
<b><i>Resources-related recommendations</i></b>		
<p>1. The panel suggests that consideration be given to having access to a sworn law enforcement liaison officer within the MTS Transit Enforcement Division, which would aid with gaps in access to restricted criminal justice information.</p>	<p>The Director has established relationships with all of the local law enforcement leaders. Information is shared and the Weekly Security Report is distributed to our police partners.</p>	<p>Ongoing</p>
<p>2. If MTS were to determine the need for dedicated law enforcement, the panel suggests that MTS consider personnel within the CCI ranks for conversion to a dedicated law enforcement team, considering their training and professionalism, knowledge of the transit environment and customer service skills.</p>	<p>Staff agrees that if the Board elects in the future to create a sworn peace officer position, recruitment from the existing pool of CCI employees would be appropriate.</p>	<p>Ongoing</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<p>3. The panel recommends that MTS consider piloting an expanded ambassador program to deploy personnel not just for special events, but to provide increased MTS staff visibility and customer service. The ambassadors could be outfitted in a distinct uniform, different from the CCIs and contract security guards; respond to customers' requests for information; address concerns and answer questions; address safety and security issues; be trained in de-escalation; and observe, report and call for a contract guard or CCI when enforcement is needed.</p>	<p>This process is currently underway with some exceptions; staff will consider expanding the program based on budgetary limitations.</p>	<p>Ongoing</p>
<p>4. The panel suggests that consideration be given to the development of verbiage in the upcoming security contract RFP to allow flexibility of staffing for unknown events or incidents. The panel also urges MTS to examine the contract guard vacancy rate and develop retention strategies when developing the RFP for the new contract.</p>	<p>This recommendation is included in the RFP.</p>	<p>COMPLETED</p>
<p><b><i>Operations-related recommendations</i></b></p>		
<p>1. The panel suggests that any contract security guard onboarding within MTS interface with the CCIs and focus on MTS transit functions rather than just enforcement functions. This would enhance team-building between CCIs and the contract guards, and encourage buy-in to the MTS organization and a transit-oriented customer focus.</p>	<p>Our new security partners are included in all aspects of department operations.</p>	<p>Ongoing</p>
<p>2. The panel recommends, in consideration of the CCI uniform change, that MTS should consider evaluating the titles of CCI civilian managers/supervisors to ensure that they align with the shift from a paramilitary, law enforcement appearance and structure.</p>	<p>Management titles have been changed.</p>	<p>COMPLETED</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<p>3. The panel suggests that consideration be given to piloting a new deployment strategy of pairing two CCIs for fare enforcement activities and deploying the contract guards at highly visible locations—e.g., trolley platforms, transfer points stations and multimodal facilities. The deployment of the contract guards would be based on crime data, customer and employee complaints, biohazards, and maintenance and cleaning data.</p>	<p>The suggested deployment strategy has been implemented and is being evaluated. Improvements in data collection and analysis will enhance our ability to deploy our resources efficiently.</p>	<p>Near-term</p>
<p><b><i>Community participation-related recommendations</i></b></p>		
<p>1. The panel encourages the active engagement of a rider advisory committee who are informed on issues so they may give advice to MTS on all topics, not just bond/ballot issues. It is suggested that the committee have a charter with clear expectations and membership outlined.</p>	<p>The Security &amp; Passenger Safety Community Advisory Group has been established.</p>	<p>Ongoing</p>

#### 4.2 Fare inspection practices

<p><b><i>Operations-related recommendations</i></b></p>		
<p>1. The panel suggests that MTS reconsider the use of 100% fare inspection of a trolley car consist to ensure that all passengers are contacted, inspecting proof of payment in a standardized method designed to prevent and reduce the appearance of bias.</p>	<p>This is current practice.</p>	<p>Ongoing</p>
<p>2. The panel suggests that giving warnings and allowing passengers to step off and buy a fare may have an adverse effect on those who pay. The “risk-takers” may take the risk because they simply suffer an inconvenience when they have to go to a machine and purchase a fare. This dimension of the new program may see an unintended consequence of rising fare evasion rates.</p>	<p>This warning process was implemented by Transit Enforcement at the same time the diversion pilot program was rolled out and it is being studied in conjunction with that pilot; staff will continue to evaluate data from the program and make adjustments as warranted.</p>	<p>Ongoing</p>



List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<b><i>Marketing-related recommendations</i></b>		
<p>1. The panel recommends that fare zone markings be evaluated for enhancement to ensure that all riders are aware of the need to pay the fare, the consequences of nonpayment and exactly where the fare-paid area is. Fare zone striping could be installed at each trolley, with additional signs and clearly marked “fare zones” helping to raise passenger awareness of the rules of riding as well as more strongly delineating the enforcement area.</p>	<p>Staff will evaluate current conditions and consider improvements.</p>	<p>Near-term</p>
<p>2. The panel suggests that MTS consider a community education program about fare compliance so the community understands how and why they might get checked on one ride but not another, and to ensure customers understand that the inspection of proof of payment is a standardized process designed to prevent bias.</p>	<p>MTS is developing a detailed education program focused on enhancing fare collection through increasing customer knowledge of Pronto and current fare policies.</p>	<p>Mid-term</p>
<b><i>Partnership-related recommendations</i></b>		
<p>1. The panel urges MTS to engage with local law enforcement to address overall response time to requests for police service and to continue to encourage those enduring partnerships, which should be maintained, as Part I crimes are best resolved through partnered efforts with law enforcement.</p>	<p>The Director has ongoing discussions with local law enforcement leaders to discuss response times and improve service for MTS riders.</p>	<p>Ongoing</p>
<p>2. The panel suggests that MTS examine a fare media sales program through social service agencies or other partnerships intended to enable low-income residents to use public transit without fear of being criminally penalized because of their level of resources.</p>	<p>Staff will evaluate current program and consider changes.</p>	<p>Ongoing</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<b><i>Bus fare inspection recommendations</i></b>		
<p>1. The panel suggests that bus operations designate a farebox key for fare evasion and ensure that bus operators are encouraged to use it for data collection in order to deploy CCIs to fare-inspect and relieve operators from having to state the fare or becoming involved in fare disputes.</p>	<p>Currently have a farebox key for no-fare; staff will evaluate need to change farebox key as part of new fare collection system.</p>	<p>Mid-term</p>
<p>2. While trolley fare evasion had been relatively low pre-COVID, the panel heard conflicting information regarding bus fare evasion data. The utilization of the bus farebox could be addressed with a simple campaign that focuses on the MTS fare payment policies. The panel was advised that operators had access to a short fare button. Data on bus fare evasion could be obtained through the use of a selected button on the farebox and the CCIs deployed to bus routes experiencing fare evasion, increasing safety, security and revenue.</p>	<p>Currently have a farebox key for no-fare; staff will evaluate need to change farebox key as part of new fare collection system.</p>	<p>Mid-term</p>
<b><i>Diversion program and other alternative options - recommendations</i></b>		
<p>1. The panel suggests that MTS examine the return on investment of recovery funds from the citation program. While the program is new, from recent data and reports, it appears that few fare evaders take advantage of the program and that CCIs are reporting that individuals are learning that they won't be cited and have not been complying with requests for compliance.</p>	<p>Staff will continue to collect data and further evaluate program. Rather than expecting a substantial revenue stream from diversion program fines, staff is focused on determining whether the program has a material effect on MTS fare evasion rates, and how that impacts annual MTS fare revenue.</p>	<p>Mid-term</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<p>2. The panel urges MTS to reexamine the design of the diversion program, as outcomes may not meet the intended goals. It was articulated that one of the goals was to reduce adverse impacts of fare evasion enforcement on the homeless population. From interviews it was anecdotally shared that many of the homeless community stopped for fare evasion are electing to receive citations that go unpaid and then result in the adding of additional fines when they don't appear in court or pay the fine. It appears that a goal is to secure and protect a rider's access to transit and increase opportunities for valid payment of fares, turning riders who cannot pay fares into paying riders, while acknowledging and addressing the barriers that affordability and enforcement actions can present to some, especially individuals experiencing poverty and housing instability.</p>	<p>Staff will continue to collect data and further evaluate program. Staff is currently working with the San Diego Public Defender's Office and the Homeless Court program to identify ways for MTS to participate in post-conviction relief programs that may provide debt/fine relief and expungement of convictions related to MTS infractions.</p>	<p>Mid-term</p>
<p>3. The panel suggests that MTS consider an administrative citation process with no court involvement, as that is where the fines are imposed. Another alternative could be based on efforts taken by the New Jersey Transit Police Department, which works with the courts to vacate fines so homeless people can receive services when they have outstanding fines.</p>	<p>Staff will evaluate feasibility of administrative process, with consideration of operations and budgetary constraints; staff is currently working with the San Diego Public Defender's Office and the Homeless Court program to identify ways for MTS to participate in post-conviction relief programs that may provide debt/fine relief and expungement of convictions related to MTS infractions.</p>	<p>Ongoing</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<p>4. The panel suggests that giving warnings and allowing passengers to step off and buy a fare may have an adverse effect on those who pay. The “risk-takers” may take the risk because they simply suffer an inconvenience when they have to go to a machine and purchase a fare. This dimension of the new program may see an unintended consequence of rising fare evasion rates. The panel observed that the diversion program is helpful to first-time offenders, but chronic offenders may take advantage of the program. The panel observed that the diversion program is helpful to first-time offenders, but chronic offenders may take advantage of the program.</p>	<p>This warning process was implemented by Transit Enforcement at the same time the diversion pilot program was rolled out and it is being studied in conjunction with that pilot; staff will continue to evaluate data from the program and make adjustments as warranted.</p>	<p>Ongoing</p>
<p>5. The panel suggest that MTS explore other options for the diversion program, such as providers of community service that provide jobs or soft skills. The option of the food bank or homeless court provider may not appeal to everyone. Another consideration for the program is an opportunity to engage with MTS staff to learn about the agency and why it is important for people to pay their fares.</p>	<p>Staff will evaluate additional options for the community service component of the program.</p>	<p>Mid-term</p>
<p>6. The panel suggests that the appeal request process be beta tested—i.e., have a staff member go through from beginning to end so MTS can be assured that there are no unintended consequences to impacted members of the community. Additionally, MTS may want to ensure that an employee participates in the community service options to determine ease and value.</p>	<p>Staff has conducted appeal request process testing and will evaluate if additional testing is required.</p>	<p>Ongoing</p>
<p>7. The panel suggests that MTS follow up on citation disposition to understand how many citations are successfully paid versus continue accruing fines.</p>	<p>Staff will continue to collect data and further evaluate program.</p>	<p>Ongoing</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<p>8. The panel was not sure what metrics have been developed to measure the success of the diversion program and recommends that those are fully defined for all stakeholders.</p>	<p>Metrics are in place; staff will highlight additional details.</p>	<p>Ongoing</p>
<p><b><i>Technology enhancement-related recommendations</i></b></p>		
<p>1. The panel did observe dispatchers at work. The panel suggests that consideration be given to creating a dashboard that would allow dispatchers to advise CCIs if/when TVM machines are inoperative and their locations.</p>	<p>A current process for sharing this data with dispatchers is in place; staff will evaluate for any changes.</p>	<p>Ongoing</p>
<p>2. The use of a technology solution for fare enforcement including electronic citations and a records management system was suggested for examination by the panel. The panel recommends that MTS conduct a staffing assessment or audit of program roles and functions, as it may be on the high side administratively, and labor resources could be realigned if a technology solution is developed. The technology solution could also permit CCIs to determine if an individual is a frequent fare evader and how to progress him or her through a citation or exclusion process. It appeared to the panel that the citation and code of conduct databases do not communicate, and the panel suggests that MTS consider this as another option for an enterprise solution.</p>	<p>SD Superior Court does not accept electronic citations; staff will continue to evaluate technology solutions.</p>	<p>Long-term</p>
<p>3. The panel urges MTS to use technology to enable CCIs to track how many times people step off a trolley to purchase fares and develop guidance on the eligibility for the diversion program based on recurring fare evasion.</p>	<p>Staff will evaluate technology solutions; currently the Diversion Pilot Program does not limit participation based on an individual's prior fare evasion citations.</p>	<p>Long-term</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
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**4.3 Code compliance inspectors training**

***Training-related recommendations***

<p>1. The CCIs and contract security officers should train together more. This joint training would serve to promote esprit de corps, respect, strong regard and morale to ensure that the two groups continue to successfully work together.</p>	<p>CCIs and our new security partners at Inter-Con train together at every opportunity.</p>	<p>Ongoing</p>
<p>2. The panel suggest many topics for consideration: enhanced customer service, de-escalation, mental health first aid, cultural competency, unconscious bias, ADA, OSHA and blood-borne pathogens.</p>	<p>The recommended training has been added to our curriculum. We continue to seek opportunities to improve the training offered to the team.</p>	<p>Ongoing</p>
<p>3. The panel suggests that the Transit Enforcement Division consider continued partnership with TSA for First Observer Plus, I-STEP and EXIS training opportunities.</p>	<p>This is currently being scheduled.</p>	<p>Ongoing</p>
<p>4. Additional training for the training staff is also recommended. This training could be obtained through POST, DOT/TSI or FEMA. Also, consideration should be given to ensure that all trainers are familiar with other operational training staff and how to develop training for adult learners.</p>	<p>Additional leadership and train the trainer courses will be scheduled for the training staff. In addition, supervisory staff have been able to attend the Enhanced Incident Command Training offered through Texas A&amp;M.</p>	<p>Near-term</p>
<p>5. The panel suggests that the current ROW training be refreshed in partnership with the Safety Department and that CCIs partner with Operation Lifesaver for the safety awareness campaigns it provides to discourage trespassing on trolley tracks.</p>	<p>This is current training for all CCIs and contract security officers; subsequently, staff is updating the course with provided recommendations. In addition, a cadre of officers have been trained to be Operation Lifesaver instructors.</p>	<p>Ongoing</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
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**4.4 Organizational climate of Transit Enforcement Department**

***Organizational climate-related recommendations***

<p>1. The panel suggests that MTS consider conducting an attitude and awareness survey. Understanding bias in the workplace is the first step to managing it, exploring unconscious bias, learning about its impacts in the workplace, and using that knowledge to reduce the negative effects of bias.</p>	<p>A survey was conducted and management has addressed the three priorities identified through the results.</p>	<p>Mid-term</p>
<p>2. The panel suggests that the Transit Enforcement Division staff should have a policy/procedure that provides the mechanism for a formal “open door” policy encouraging openness and transparency with all employees.</p>	<p>An open-door policy for employees is currently in place by Transit Enforcement and MTS management; staff will evaluate for creating an official policy/procedure or additional awareness campaign for employees.</p>	<p>Near-term</p>
<p>3. The panel suggests that an informal mechanism be created that encourages employees to share how they feel and ask questions, offer suggestions, and surface problems or concerns with management.</p>	<p>Mechanisms for employee suggestions and feedback are currently in place; staff will evaluate and consider process adjustments.</p>	<p>Ongoing</p>
<p>4. Information sharing can also be enhanced through the dashboard screen found in the “bullpen” or a newsletter.</p>	<p>This is current practice.</p>	<p>Ongoing</p>

**4.5 Handling of personnel issues and employee discipline practices**

***Personnel issues and employee discipline-related recommendations***

<p>1. During an attitude and awareness survey, the panel suggests that the handling of personnel issues and employee discipline be covered as one of the many questions, which would allow employees an anonymous opportunity to express their experiences with personnel issues and the employee discipline process.</p>	<p>This is current practice. Management also now meets with the TEOA officials to discuss possible issues at the lowest level.</p>	<p>Ongoing</p>
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List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
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**4.6 Standard operating procedures**

<i>SOP-related recommendations</i>		
<p>1. The panel suggests that the SOPs be reviewed and edited based on the current processes and procedures in place.</p>	<p>This effort is currently underway.</p>	<p>Ongoing</p>
<p>2. The panel suggests that MTS reevaluate its current effort and develop a formal policy regarding a rider exclusion program. The existing MTS Exclusion Policy should be formalized and written to be compliant with California trespassing laws or other statutes. The panel suggests that MTS staff meet with district attorneys and local law enforcement agency partners to discuss such an initiative and to gain buy-in for such a policy, which should include an appeal process to an official outside of the Traffic Enforcement Division. The Southwest Ohio Regional Transit Authority (SORTA) Metro took such an approach to improving security. SORTA's security staff worked with the Hamilton County (Ohio) court system to use legal means to ban passengers when their behavior progresses from unruly to dangerous or threatening. The initial decision to ban problem passengers was made to improve employee security, enhance the customer experience and increase overall efficiency. Unlike many security enhancements, SORTA found that the cost to ban passengers was low but the benefits to safety and security were immeasurable.</p>	<p>This effort is currently underway.</p>	<p>Near-term</p>
<p>3. The panel suggests that, since the SOPs are written like law enforcement procedures, consideration be given to the utilization of plain language to align with the new structure the Transit Enforcement Division is seeking.</p>	<p>SOPs are constantly being re-evaluated and written to reflect the changes in the department philosophy.</p>	<p>Ongoing</p>



List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
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**4.7 MTS transit enforcement video retention policies**

<i>SOP-related recommendations</i>		
<p>1. The panel suggests that a policy be developed or revised to reflect the formal expanded written video retention policy. The panel recommends that a formal video policy should be written and implemented.</p>	<p>This effort is currently underway.</p>	<p>Near-term</p>
<p>2. The panel suggest that MTS consider a chain-of-custody and Security Sensitive Information policy and program that focuses on increasing the security of footage, its use and dissemination process. The SSI information should follow TSA recommended practices. The policy should also include procedures for body-cam video.</p>	<p>This effort is currently underway; recommendation is being evaluated for inclusion. California law governs MTS's disclosure obligations for most video.</p>	<p>Near-term</p>
<p>3. An email address such as MTSVideorequest@ mtsd.com could be created to document all received requests.</p>	<p>Current process in place for streamlined video requests; staff is evaluating recommendation for further changes.</p>	<p>Near-term</p>
<p>4. The panel suggests that consideration be given to the use of watermarks for the images being shared.</p>	<p>Recommendation is being evaluated for inclusion.</p>	<p>Near-term</p>
<p>5. The panel recommends language for the request form such as "This video may contain SSI and is to be utilized for investigative purposes only. It cannot be shared or posted on social media. Your signature acknowledges that you understand and agree."</p>	<p>Recommendation is being evaluated for inclusion. California law governs MTS's disclosure obligations for most video. This restriction may not apply to all video produced by MTS.</p>	<p>Near-term</p>
<p>6. The panel suggest that all requests that originate from an attorney be submitted to MTS Legal staff to ensure that MTS be kept abreast of such requests and its impacts should the video be released.</p>	<p>This is current practice.</p>	<p>Ongoing</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
7. The panel recommends that all approvals and permissions for access to CCTVs and videos be outlined in the policy and that annual audits be performed to ensure compliance with the policy.	This effort is currently underway.	Ongoing
8. The panel suggests that the policy outline retention procedures, who may view and share videos, and the process for periodically reviewing that list to ensure that it remains up-to-date and valid.	This effort is currently underway.	Ongoing
9. The panel suggests that the policy include recommended practices regarding an audit of the video retention program, including successful adherence of policies and procedures and access to video by appropriate staff.	This effort is currently underway.	Ongoing
<b><i>Peer research-related recommendations</i></b>		
1. The panel recommends that MTS Legal staff survey other transit agencies for their best practices on retention time for CCTV storage and body-cam footage. The APTA Legal Affairs Committee would be a resource for this survey.	This effort is currently underway.	Ongoing
<b><i>Inventory-related recommendations</i></b>		
1. The panel urges MTS to conduct an inventory of the servers located on or near trolley platforms to ensure that these servers are adequately secured. The panel observed cabinets that were easily accessible to the public by climbing over a fence and by cutting locks on cabinet doors.	MTS has a current practice to inventory and inspect server cabinets on or near trolley platforms; methods for securing these cabinets will be evaluated.	Ongoing

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
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**5. Other observations and recommendation**

***Other observations and recommendations***

<p>1. Effects of homelessness have an increasing impact on MTS's services, rider perception of safety and the overall customer experience. In an effort to continue to improve the delivery of services to patrons and the overall agency, MTS is exploring new ways to partner to assist in addressing homelessness in San Diego County. Staff will provide a report on the impacts of people experiencing homelessness on the MTS system, research from other agencies on how to be part of a regional solution, current strategies and data, and potential next steps.</p>	<p>The Department has become a member of a National Work Group that meets regularly to discuss best practices and the effects of homeless individuals on transportation agencies.</p>	<p>Near-term</p>
<p>2. MTS staff and the APTA Peer Review Panel had a detailed discussion regarding interactions with the homeless, as well as customers who are experiencing mental health and drug addiction challenges. As MTS examines the impacts of the homeless services, perceptions of safety and the overall customer experience, the panel suggests that MTS consider public/private partnerships to assist with some of the impacts taking place in the transit system. The following agencies have been recommended as strong partners with transit agencies in other communities: Safe Place, Goodwill and The Salvation Army.</p>	<p>The Department has established an outreach partnership with community organizations that enable us to assist individuals on and near our system get access to essential services.</p>	<p>Near-term</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<p>3. An assessment/review of mental health training (mental health first aid) or a look into taking advantage of free mental health training offered by the County of San Diego would be beneficial. The panel suggests that MTS consider partnering or engaging a social worker or clinician to evaluate any training developed and the effectiveness of any programs created to address the homeless population and those with mental health and addiction challenges. This evaluation also should examine alignment to industry best practices, as well as their application to MTS and the county.</p>	<p>All members of the department have received Mental Health First Aid training provided by the District Attorney's Office in conjunction with PERT.</p>	<p>Ongoing/near-term</p>
<p>4. The panel suggests that the MTS Transit Enforcement Division consider dedicating a member to coordinate the efforts to clean up bus shelters and other facilities and to partner with social service agencies, business improvement districts, and other public/private stakeholders and agencies to address the homeless population and those passengers with mental health and drug addiction challenges and to focus on other quality-of-life issues.</p>	<p>The Bus Enforcement Support Team works closely with Bus Operations personnel to identify problem areas and mitigate issues.</p>	<p>Ongoing</p>

List of Peer Review Recommendations	Staff Recommendation / Status	Timeframe for Implementation (ongoing, near-term (18 mos.), mid-term (2-4 years), long-term (3+ years))
<p>5. The panel suggests that MTS consider the use of general employees to enhance safety and security. The Sacramento Regional Transit District made great strides in reducing the level of crime, particularly violent crime, occurring within its transit system. A multifaceted approach was used to achieve these results. The plan consisted of increasing the level of SacRT staff participation in station ownership with the implementation of an Adopt-a-Station program. Most Adopt-a-Station programs involve volunteers from the community; however, the program implemented at SacRT focused on the involvement of the managers. Managers worked in conjunction with security and maintenance personnel to enhance the appearance of stations and improve safety and security for the ridership. Adopt-a-Station personnel were provided with a safety vest identifying them as a “SacRT Station Ambassador” with the tagline of “clean-safe-convenient” across the back and the SacRT logo on the front.</p>	<p>MTS currently has an ambassador program and robust facilities team; staff will evaluate further additional needs.</p>	<p>Mid-term</p>



# Security & Passenger Safety Community Advisory Group

## APTA Peer Review Report Update

April 12, 2022

# APTA Peer Review Update

## 1. Effectiveness of CCIs and Security Contract Structure

- Crime Data Collection
  - I.T. is working to enhance our ability to collect and analyze data
- Sworn Law Enforcement Liaison
  - Weekly Security Report is provided to all Law Enforcement leadership that have jurisdiction
  - Director meets/talks regularly with Law Enforcement executive staff
- Dedicated Law Enforcement Component
  - Policy decision
- CCI/ Security Guard Interface
  - Security partners are included in all aspects of department functions
- Expanded Ambassador Program
  - Currently underway – budget determines potential increase

# APTA Peer Review Update (cont.)

## 1. Effectiveness of CCIs and Security Contract Structure

- Rider Advisory Committee
  - Security Community Advisory Group is under development
- Security Staffing Flexibility
  - New security management allows for assignment flexibility
- Uniform Change/Management Titles
  - Completed
- Deployment Strategy Change
  - Strategy change has been implemented and is being evaluated



# APTA Peer Review Update (cont.)

## 2. Fare Inspection Practices

- Use of 100% Fare Inspection Strategy
  - Current practice (SEDs have been suspended)
- Enhancement of Fare Zone Markings
  - Under evaluation
- Engagement with Law Enforcement to Reduce Response Times
  - Ongoing meetings with local police departments
- Community Education Program for Fare Compliance
  - Pronto has been an ongoing education process for riders
  - Have discussed a formal campaign follow-up with Marketing
  - Operation RailSafe

# APTA Peer Review Update (cont.)

## 2. Fare Inspection Practices

- Fare Media Sales Program Partnership
  - Under evaluation
- Violation Warnings – Step off to Buy Ticket
  - Policy Decision

# APTA Peer Review Update (cont.)

## 3. Bus Fare Inspection Practices

- Designate Farebox Key for Fare Evasion
  - Farebox key exists

## 4. Diversion Program and Other Alternative Options

- The Diversion Program is under constant evaluation
- Exclusion Policy completed

## 5. Technology Enhancements

- The panel recommended several technological enhancements to improve data collection and analysis. We are working with I.T. on these projects.

# APTA Peer Review Update (cont.)

## 6. Code Compliance Inspector Training

- CCIs and contract security should train together
  - We train together at every opportunity
- Suggested training topics
  - Recommended training is in our curriculum
    - Mental health first aid, de-escalation, unconscious bias, etc.
- Additional Training for Training Staff
  - Created full-time Training Coordinator position to ensure all opportunities are explored
- Cadre of Operation Lifesaver Instructors have been trained

# APTA Peer Review Update (cont.)

## 7. Organizational Climate

- Mission Statement, Vision Statement and Core Values have been created
- Awareness Survey
  - Completed and will be administered by HR
- Open Door Policy
  - Meet regularly with staff in formal and informal settings
  - Bi-weekly meetings with TEOA officials
- Developing an Officer Wellness Program

# APTA Peer Review Update (cont.)

## 8. Standard Operating Procedures

- All SOPs are being re-evaluated and rewritten to reflect department changes

## 9. Video Retention Policy

- On-going

# APTA Peer Review Update (cont.)

## 10. Homeless Outreach

- We have assigned an officer to outreach duties and are working closely to identify partners and coordinate efforts.



**Metropolitan  
Transit  
System**

## **Agenda Item No. 6**

**MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM  
SECURITY & PASSENGER SAFETY COMMUNITY ADVISORY GROUP (CAG)**

April 12, 2022

**SUBJECT:**

**SECURITY ENFORCEMENT PRACTICES – YOUTH RIDERS (SHARON COONEY)**

**RECOMMENDATION:**

That the Security & Passenger Safety Community Advisory Group (CAG) provide feedback to MTS staff regarding Security personnel effectively and age appropriately approaching enforcement with youth riders.

Budget Impact

None.

**DISCUSSION:**

MTS staff will facilitate a discussion with the CAG regarding Security enforcement practices with youth riders. MTS staff will seek feedback from the CAG on how Security personnel can effectively and age appropriately approach enforcement practices with youth transit riders.

/S/ Sharon Cooney

Sharon Cooney  
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, [Julia.Tuer@sdmts.com](mailto:Julia.Tuer@sdmts.com)

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San Diego Metropolitan Transit System (MTS) is a California public agency comprised of San Diego Transit Corp., San Diego Trolley, Inc. and San Diego and Arizona Eastern Railway Company (nonprofit public benefit corporations). MTS member agencies include the cities of Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, San Diego, Santee, and the County of San Diego. MTS is also the For-Hire Vehicle administrator for nine cities.

