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- Report of the Interagency Security



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# Report of the Interagency Security Task Force

A joint effort by  
The Department of Administration  
and  
The Department of Public Safety

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April 1990

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## PREFACE

This report outlines the work of the Interagency Security Task Force. An executive summary precedes the introduction, which outlines the need for the task force, its mission, and its scope. Employee and visitor concerns are presented, as are the state's accomplished, ongoing, and future security activities. Recommendations for enhancing security in and around state work places conclude the report. An attached appendix details task force findings and procedures. Information detailing specific employee concerns is available for review in the Capitol Security office.

# TABLE OF CONTENTS

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I.	Executive Summary	1
II.	Introduction	5
	The need for continued action	5
	Task force mission	6
	Task force scope and operation	6
III.	Task Force Findings:	
	Employee and visitor security concerns	9
	Parking and lighting issues	9
	Building access problems	9
	Security services issues	10
	Lack of awareness	10
	Lack of security equipment	10
	Tunnel problems	10
IV.	Task Force Findings:	
	Accomplished, ongoing and future security activities	11
	The role of the Department of Public Safety	11
	The role of the Department of Administration	12
V.	Task Force Conclusions	15

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VI.	Task Force Recommendations	17
	Assessing needs and updating, improving and maintaining existing security measures	17
	Facilitating communication, coordination, commitment and accountability	18
	Implementing security training and education opportunities	18
	Appendices	21
A.	1989 reported criminal offenses in areas containing state facilities	23
B.	1989 incidents reported to Capitol Security	25
C.	Interagency Task Force membership	27
D.	Sample information-gathering mailing/poster	29
E.	Process outline of March 16, 1990, meeting	31
F.	State Capitol Complex map	37

# I. EXECUTIVE SUMMARY

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In recent years, tragic crimes have prompted the state to enhance security measures in its operations. Advances have been made, yet employees and visitors to state work places continue to raise personal safety issues. Clearly, concerns remain that must be addressed. Although few violent incidents occurred on state-owned and -leased properties in 1989, two homicides, 50 rapes, 297 robberies and 287 aggravated assaults were reported in surrounding areas.

As a response, Gov. Rudy Perpich created an interagency task force in February 1990 to address security issues in the Capitol Complex and at the state's major leased facilities. The task force was a joint effort between the departments of Administration and Public Safety.

The group was charged with reviewing employee concerns, current operations and future plans for security in buildings, tunnels, parking sites and other traveled areas. Based on its findings, the task force formulated recommendations to the governor for improving security in and around state work places.

The task force collected information from employees working in each major state building and St. Paul leased facility. It found that their concerns centered around parking and lighting, building access, security services, safety awareness, security equipment and the tunnel system.

In light of the need for further action, the task force recommends initiatives in three areas:

**To assess needs and update, improve and maintain existing security measures, the task force recommends that:**

1. The legislature approve the governor's 1990 capital budget request for parking lot/ramp lighting and security.

- 
2. The Department of Public Safety evaluate the Capitol Security Division's need for more staffing and funding in terms of current and future service demands.
  3. The departments of Administration and Public Safety develop a comprehensive parking plan including security criteria that would allow employees to park near their places of work. In particular, the feasibility and benefits of additional parking ramps should be examined.
  4. The departments of Administration and Public Safety address security factors in all future construction, renovation and lease agreement activity.
  5. The Plant Management Division, the Capitol Area Architectural and Planning Board, Capitol Security and the Building Construction Division establish a working group for revising policies for security signage in the Capitol Complex area.
  6. The departments of Administration and Public Safety direct Plant Management and Capitol Security to review employee and visitor security concerns. Comments should be evaluated and listed according to priority, and action strategies should be developed.
  7. The Department of Administration explore the provision of an internal shuttle service for state employees and visitors.

**To facilitate communication, coordination, commitment and accountability, the task force recommends that:**

8. The state continue its leadership by providing safe and secure environments for its employees and visiting public. This should be an ongoing high priority.
9. The departments of Administration and Public Safety establish a Security Issues Network that would facilitate building/agency coordination and shared commitment. This network should be inclusive of all state-owned and -leased work places in the metropolitan area.

- 
10. The network identify contact people in each building/agency for security issues (e.g., health/safety coordinators).
  11. The network establish a regular meeting schedule that would facilitate coordination between Plant Management and Capitol Security.
  12. The network review Plant Management and Capitol Security's action strategies for addressing safety concerns raised by employees.
  13. The network assist the signage working group in determining type and location for security signage in state work places.

**In regard to implementing security training and education opportunities, the task force recommends that:**

14. The Department of Public Safety, in coordination with the Department of Employee Relations, develop and implement an ongoing security training and education program.
15. The departments of Public Safety and Employee Relations jointly develop a program to be used in new-employee orientations. A combination of video tapes, information packets and live presentations should be available for agency use.
16. The Department of Public Safety host an annual "Security Awareness Week" for the promotion of security and safety issues.
17. The Department of Public Safety, in conjunction with the Security Issues Network, provide agencies with information regarding security, safety and training opportunities. Public Safety should encourage departments to publish the information in agency newsletters.

The task force believes that these measures will significantly enhance security in the Capitol Complex and at the state's major leased facilities. Such preventive and ongoing initiatives are critical to the personal safety of all employees and visitors to state work places.

The Capital  
The Capital  
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## II. INTRODUCTION

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### The need for continued action

In 1988, a series of tragic crimes in buildings and parking areas prompted deep public concern in the Twin Cities. Murders, rapes, aggravated assaults and other violent offenses caused groups to review existing security measures and initiate new policies and procedures. The State of Minnesota was a leader in this movement, with Gov. Rudy Perpich establishing a Blue Ribbon Commission on Parking Ramp Safety in June of that year. This commission made a number of recommendations for enhancing security in parking areas.

In the past two years, the commission's recommendations have been acted upon in some state facilities, and the departments of Administration and Public Safety have initiated other security enhancements. Walls and columns in state parking ramps have been painted white, some lighting has been upgraded in surface parking lots, and the first stage of a tunnel security project has been completed.

Even with these accomplishments, state employees and visitors to state work places continue to raise issues regarding personal safety. Clearly, concerns remain that must be addressed. Even though few violent incidents occurred on state-owned or -leased property, crime statistics for the areas surrounding state work places cannot be ignored (see Appendices A and B).

In response to these concerns, an interagency task force was created in February 1990 to further address security issues in the Capitol Complex and at the state's major leased facilities. The task force, a joint effort between the departments of Administration and Public Safety, was formed at the request of Gov. Perpich. The governor's request followed an agency visit to the Department of Administration, where a number of employees expressed personal safety concerns.

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## **Task force mission**

The task force was charged with reviewing current operations and future plans for security in the Capitol Complex, including buildings, tunnels, parking sites and areas traveled between work places and parking areas. Both day and evening security measures were to be analyzed. The group was also to review and determine the adequacy of current operations and plans for security in the major state offices in leased facilities.

Based on its findings, the task force was to formulate recommendations to improve security for state employees and visitors. Once completed, these recommendations were to be presented to the governor.

It was important that the concerns of all state employees and visitors be represented in the task force. Therefore, delegates from each major state building and leased facility in St. Paul participated in the group. Rina McManus, deputy commissioner of Public Safety, and Jeff Zlonis, deputy commissioner of Administration, co-chaired the task force (see Appendix C for a listing of all task force members).

## **Task force scope and operation**

The group explored security operations in state-owned and state-leased buildings, tunnels and parking areas. In addition to presentations by task force members, input was gathered from employees working in the Capitol Complex and in the state's major leased facilities. In the group's work, personal security concerns took precedence over violations to physical property.

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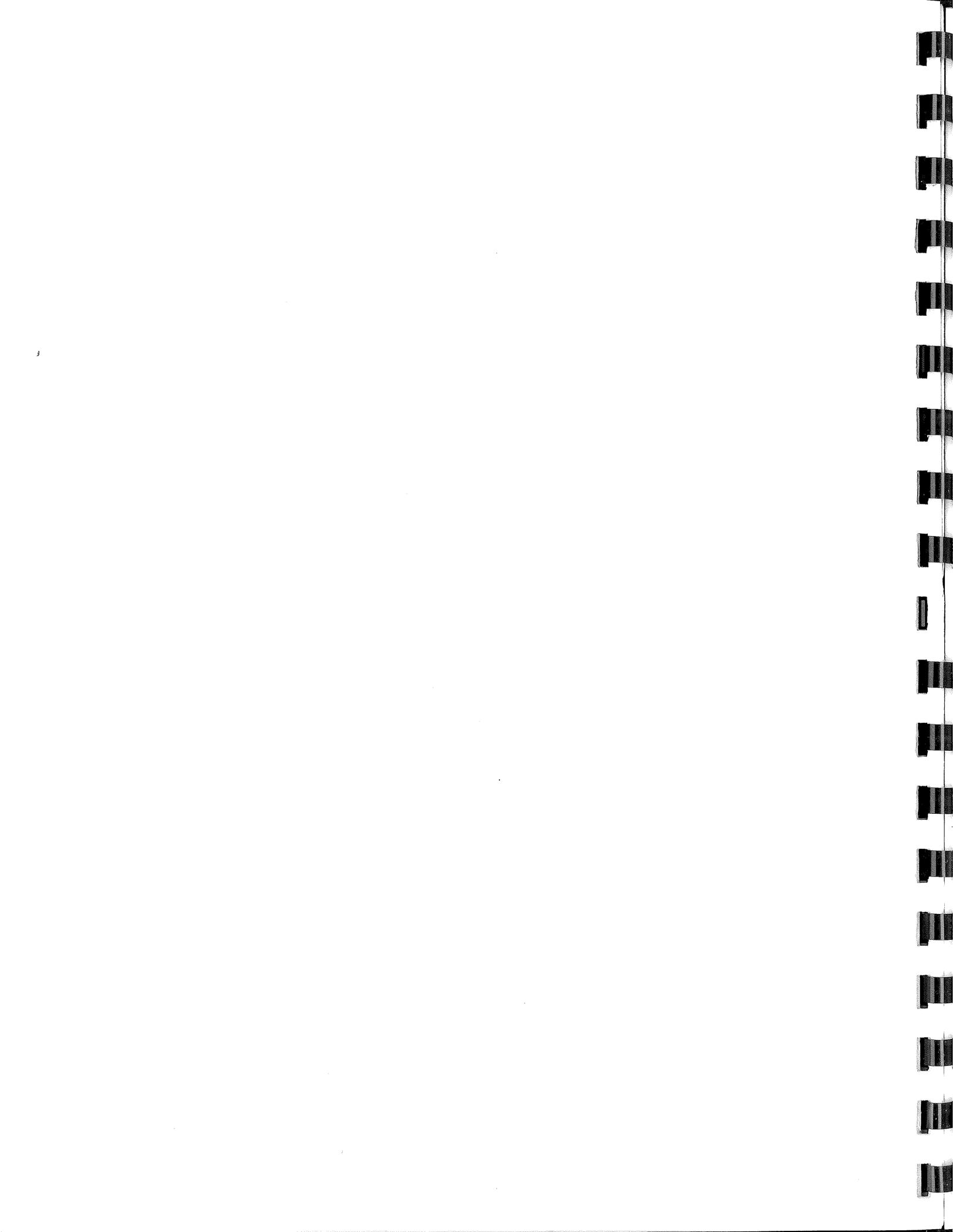
The group met on March 1, 16 and 26, and April 9. The first meeting was organizational in nature, with the group sharing information on present security measures and future plans. The task force discussed how information was to be collected from state employees and decided that posters and/or direct mailings would be used. Appendix D contains an example from the Department of Administration.

At the March 16 meeting, the task force considered safety and security concerns expressed by employees and listened to personal testimony. The task force outlined these concerns, reflected on barriers associated with their resolution and developed action strategies to overcome these barriers (see Appendix E). Specific recommendations were developed from these action strategies.

At the third meeting, the group reviewed a preliminary draft of its report. At this time, changes and additions were made to the recommendations and priorities were set.

At its final meeting, the task force reviewed and approved the findings, conclusions and recommendations contained in its final report.

Upon completion of its work, the task force had collected and reviewed security concerns that were representative of all state employees and visitors to state work places and had formulated recommendations to address them. A key action was the development of an ongoing forum for security issues that is responsive in nature and interagency in scope.



### **III. TASK FORCE FINDINGS:**

#### **Employee and visitor security concerns**

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As part of the task force's work, information was collected from employees working in each major state building and St. Paul leased facility. Upon review, employee issues fell into six categories: parking and lighting issues, building access problems, security services issues, lack of awareness, lack of security equipment, and tunnel problems. Information detailing specific employee concerns is available for review in the Capitol Security office.

#### **Parking and lighting issues**

The task force received the greatest number of comments regarding parking and lighting. In general, employees and visitors were concerned with lighting levels in parking areas, lighting in the areas between offices and parking sites, and the distance parking areas were located from work places.

The task force received input from a number of employees who work in leased facilities. For the most part, the issues raised were similar to those of Capitol Complex employees. Again, lighting and parking lot security were of primary concern.

#### **Building access problems**

After parking and lighting issues, employees were most concerned with building access. In general, they expressed concern over who has access to state offices and buildings, the safety of individuals working off-hours, and the adequacy of internal security measures.

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## **Security services issues**

In terms of response numbers, employees were next concerned with current security services. Concerns included, but were not limited to, the availability of early-morning security patrols and escort services and the responsiveness of security services.

## **Lack of awareness**

The awareness of security measures deeply affects personal safety. Many individuals were not acquainted with the policies, procedures and offerings of Capitol Security, thus limiting their perception of its services.

## **Lack of security equipment**

A number of employees felt that inadequate levels of security equipment jeopardized safety in buildings, parking areas and tunnels. Employees noted the need for additional emergency phones, surveillance cameras and alarm boxes.

## **Tunnel problems**

Some state employees felt at risk in the tunnel system. Many stated that they felt isolated and that better lighting was needed.

## **IV. TASK FORCE FINDINGS:**

### **Accomplished, ongoing and future security activities**

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#### **The role of the Department of Public Safety**

**T**he Department of Public Safety's Capitol Security Division provides security and emergency services to more than 7,000 state employees working daily in the Capitol Complex and to thousands of persons visiting or conducting business in the state's 35 owned or leased buildings. The division also patrols and secures the state's 34 parking facilities, including three ramps (a map of Capitol Security's jurisdiction is located in Appendix F).

Activity concentrates on preventing disruptive, dangerous or criminal events from taking place and containing or controlling them if they do occur. Capitol Security also provides educational services to the Capitol Complex population by conducting crime prevention seminars, building emergency evacuation drills and CPR and first aid training.

In recent years, the Capitol Security Division has been active in a number of areas.

- The first phase of the Tunnel Security Project has been substantially completed. Monitors and emergency call boxes have been installed in the Capitol, State Office Building and Ford Building passages. The Tunnel Security Project is scheduled for completion during the summer of 1990.
- Capitol Security increased its visibility in all parking facilities by using foot patrols and a Cushman vehicle.
- Written security procedures were developed for all contractors working in the Capitol Complex.
- Capitol Security publicized the availability of an escort service so that more employees could benefit. More than 495 escorts to employees and visitors were provided in 1989.

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- Capitol Security began controlling lighting in the Administration ramp, turning lights off when the ramp is vacant.
  - During evening hours, Capitol Security provides an officer in a facility at the end of regularly scheduled employee shifts or when notified in advance.
  - Capitol Security conducted more than 35 personal protection and office security seminars since the Minneapolis ramp incidents.
  - Capitol Security provided and coordinated security services to more than 250 special events occurring in the capitol, on the mall or in adjoining facilities.
  - With Plant Management's assistance, Capitol Security expanded and administered the electronic key card access control program to major Capitol Complex buildings.

## **The role of the Department of Administration**

In the past year and a half, a variety of security-enhancing measures has been completed by the Department of Administration. Some directly relate to employee concerns presented in Section II.

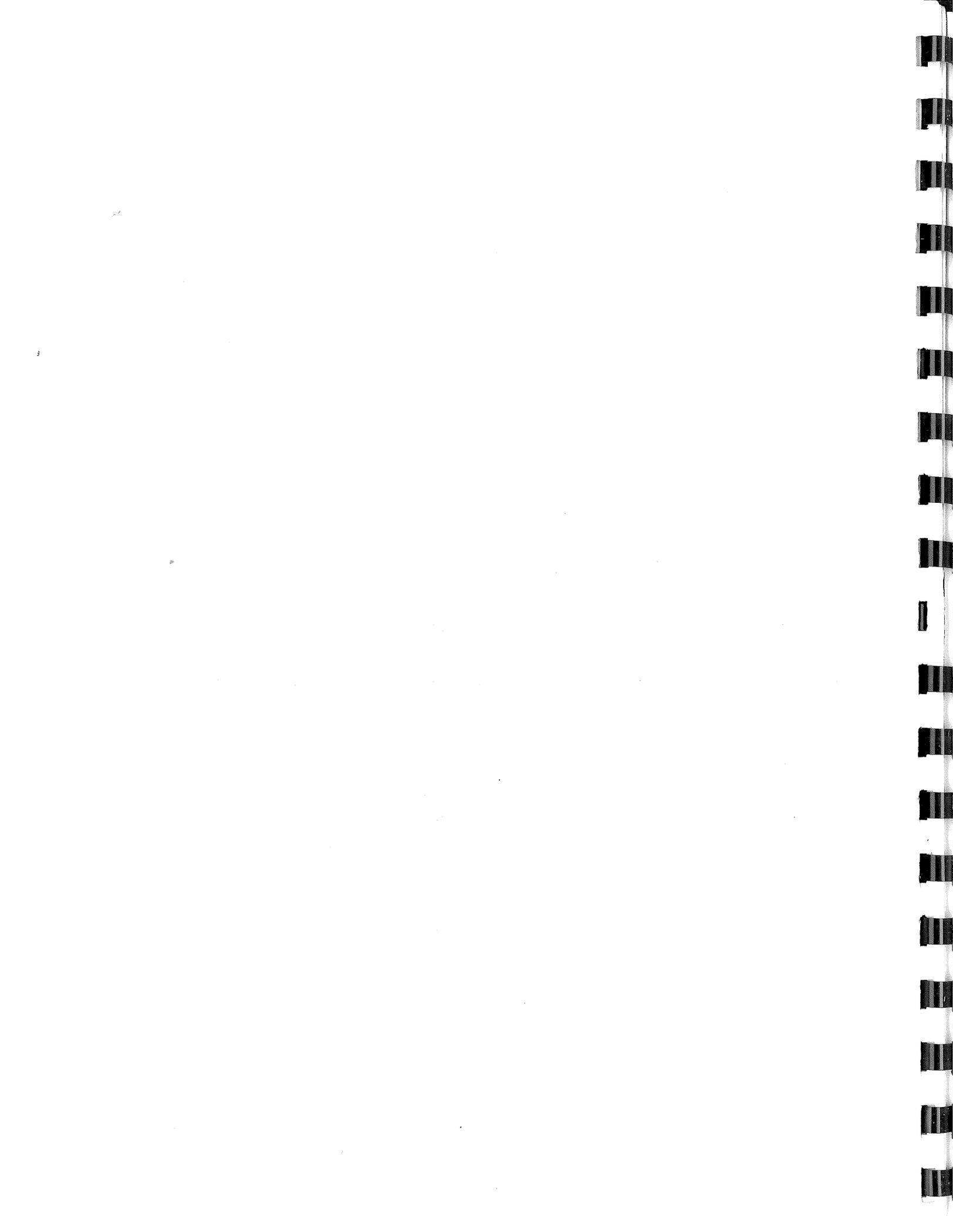
- The walls and columns of state parking ramps and garages have been painted white to comply with City of St. Paul Ordinance 17658.
- Several security measures were taken in the Centennial ramp, including the positioning of fisheye mirrors, the installation of additional lighting and the overriding of the green level's photocell.
- Multi-facility parking tags were made available to agencies located away from the Capitol Complex so they can park close to meeting locations, especially during a legislative session.
- Through coordination with Northern States Power Co., pole lighting was improved in some surface lots.

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- Lighting in the Centennial ramp and the State Office Building ramp is left on 24 hours a day.
  - Additional lighting was installed on the north end of West Central Park Place between the Centennial Building and parking ramp.

In 1989, the City of St. Paul adopted an ordinance requiring that all public parking facilities have upgraded security measures by Jan. 1, 1991. In response to this, a lighting study was conducted for all state parking facilities in the Capitol Complex.

The survey indicated that most parking facilities would not meet the new standards. In addition to the lighting, it was determined, in conjunction with the Department of Public Safety's Capitol Security Division, that electronic surveillance equipment in all parking facilities in the form of either remote television cameras or voice monitors was needed. These would be monitored by the Capitol Security staff on their 24-hour surveillance equipment.

A capital budget request for ramp and parking lot lighting and security was prepared using information from this study. Approximately \$1.1 million was requested by the Department of Administration so that all Capitol Complex parking facilities would be in compliance with current regulations. The governor has supported this request, which would implement a program to correct the deficiencies identified in the survey. Many security activities and projects planned for completion during the 1990 construction season are dependent on the legislature funding this capital budget request.



## V. TASK FORCE CONCLUSIONS

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From the number of responses the task force received in its request for security concerns, it is clear that issues remain that must be addressed.

- The sheer number suggests that security and safety are important issues for state employees.
- The diversity of responses suggests the need for an ongoing review and evaluation process.
- In terms of specific issues, employees and visitors to state work places noted lighting, parking, building access and the availability of security services as primary concerns.

From their input, it was evident that many employees and visitors were unaware of current security measures.

- The number of concerns based on misperceptions points to problems in communication, promotion and education.
- Currently, limited numbers of employees benefit from security awareness programs.

Even though few violent incidents occurred on state-owned or -leased property, crime statistics for the areas surrounding state work places cannot be ignored (see Appendices A and B).

- State employees and visitors should be safe and feel secure in their work places.
- The state needs to be responsive in dealing with security concerns.

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Although some employee and visitor security concerns will be addressed with ongoing and scheduled improvements, many issues will require further action.

- Interagency coordination and ongoing communication issues need to be confronted. Currently, a formal network does not exist for security dialogues.
- Employees and visitors are not routinely offered the chance to comment on security measures.
- Current security measures need to be more clearly understood.
- Many enhancements to security have not been adequately explored.

## VI. TASK FORCE RECOMMENDATIONS

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**B**ased on conclusions drawn from the task force's findings, a series of recommendations are proposed. These recommendations fall into three categories: assessing needs and updating, improving and maintaining existing security measures, facilitating communication, coordination, commitment and accountability, and implementing security training and education opportunities.

**To assess needs and update, improve and maintain existing security measures, the task force recommends that:**

1. The legislature approve the governor's 1990 capital budget request for parking lot/ramp lighting and security.
2. The Department of Public Safety evaluate the Capitol Security Division's need for more staffing and funding in terms of current and future service demands.
3. The departments of Administration and Public Safety develop a comprehensive parking plan including security criteria that would allow employees to park near their places of work. In particular, the feasibility and benefits of additional parking ramps should be examined.
4. The departments of Administration and Public Safety address security factors in all future construction, renovation and lease agreement activity.
5. Plant Management, the Capitol Area Architectural and Planning Board, Capitol Security and Building Construction establish a working group for revising policies for security signage in the Capitol Complex area.
6. The departments of Administration and Public Safety direct Plant Management and Capitol Security to review employee and visitor security concerns. Comments should be evaluated and prioritized and action strategies developed.
7. The Department of Administration explore the provision of an internal shuttle service for state employees and visitors.

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**To facilitate communication, coordination, commitment and accountability, the task force recommends that:**

8. The state continue its leadership by providing safe and secure environments for its employees and visiting public. This should be an ongoing high priority.
9. The departments of Administration and Public Safety establish a Security Issues Network that would facilitate building/agency coordination and shared commitment. This network should be inclusive of all state-owned and -leased work places in the metropolitan area.
10. The network identify contact people in each building/agency for security issues (e.g., health/safety coordinators).
11. The network establish a regular meeting schedule that would facilitate coordination between Plant Management and Capitol Security.
12. The network review Plant Management and Capitol Security's action strategies for addressing safety concerns raised by employees.
13. The network assist the signage working group in determining type and location for security signage in state work places.

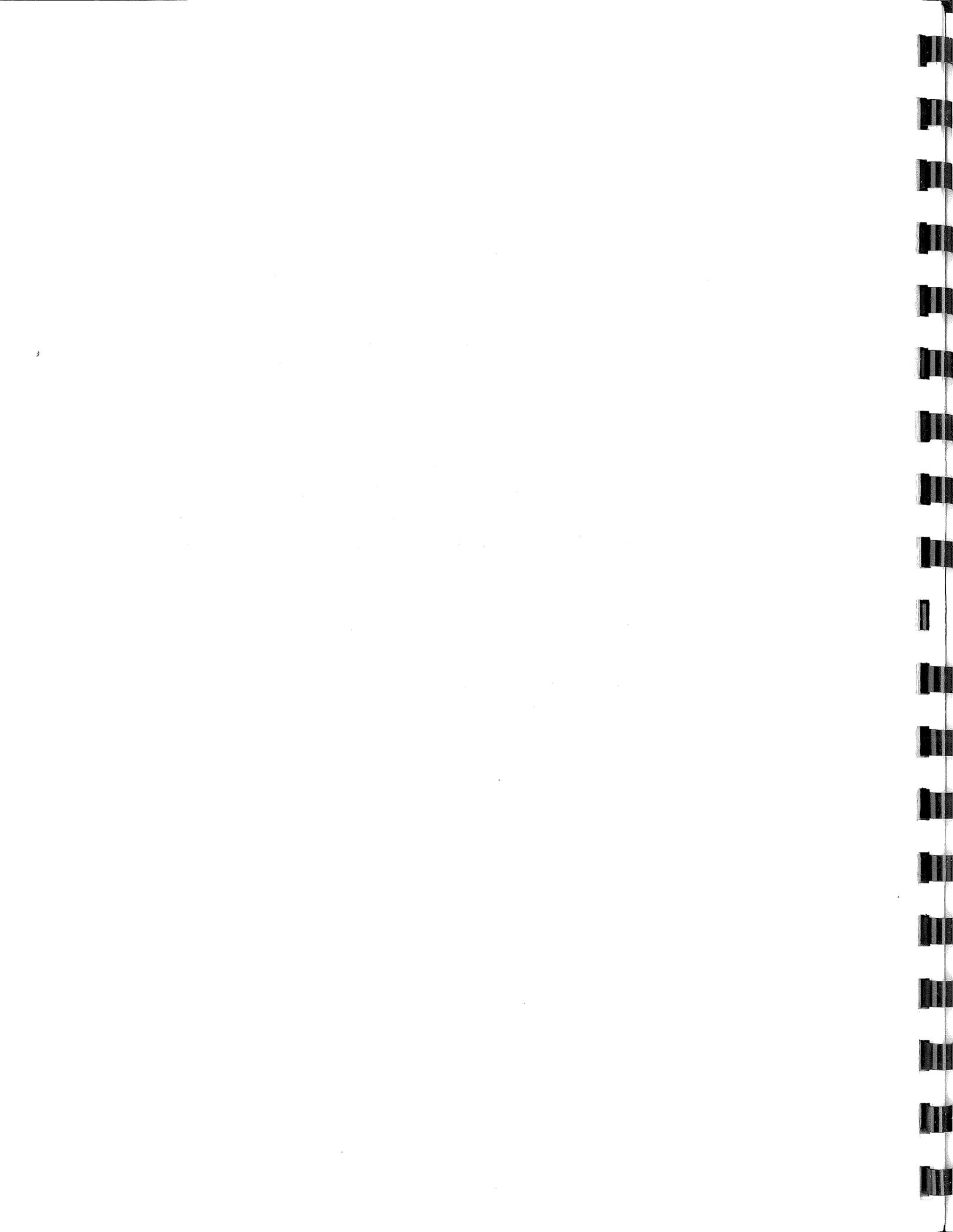
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14. The Department of Public Safety, in coordination with the Department of Employee Relations, develop and implement an ongoing security training and education program.
15. The departments of Public Safety and Employee Relations jointly develop a program to be used in new-employee orientations. A combination of video tapes, information packets and live presentations should be available for agency use.

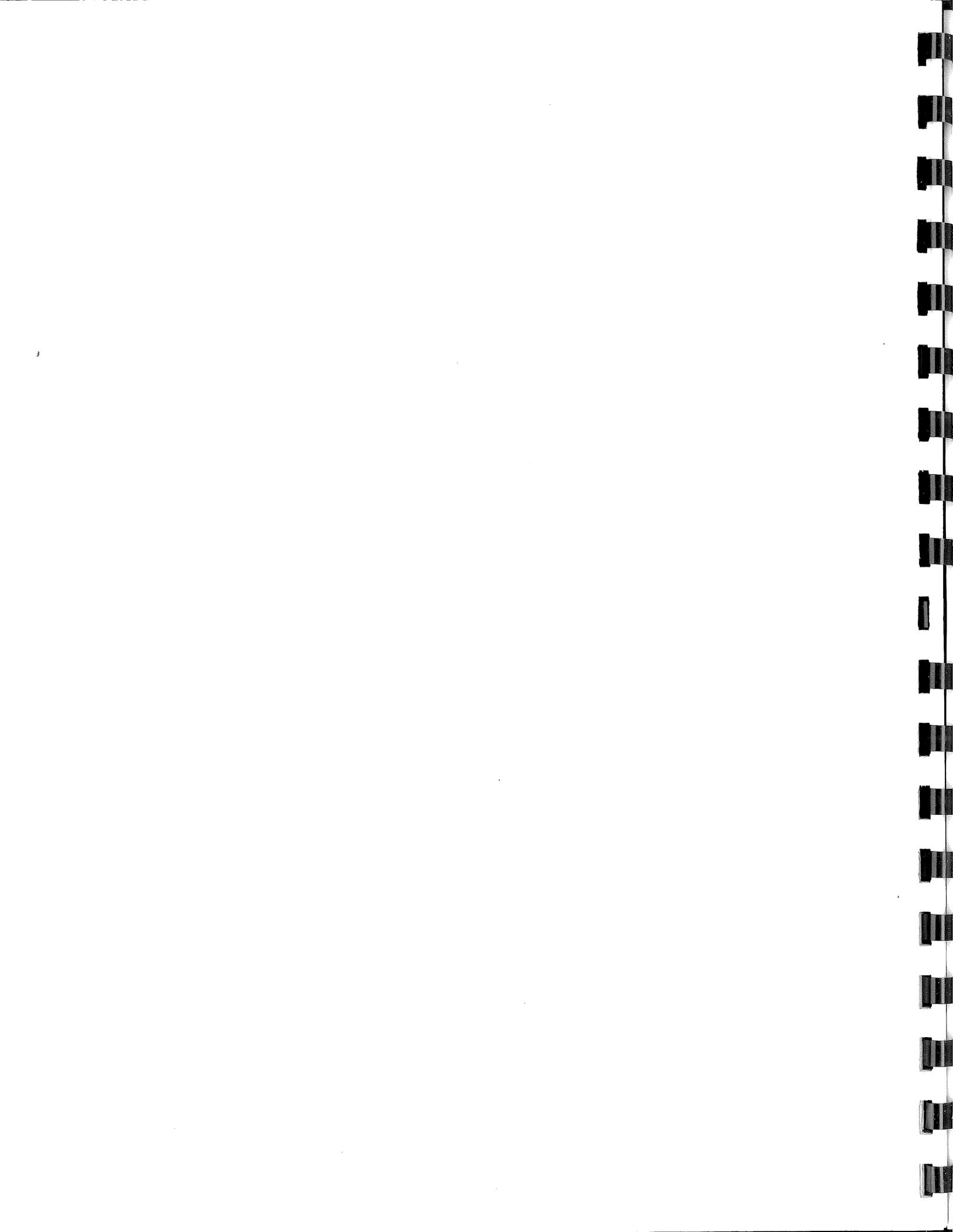
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16. The Department of Public Safety host an annual "Security Awareness Week" for the promotion of security and safety issues.
  17. The Department of Public Safety, in conjunction with the Security Issues Network, provide agencies with information regarding security, safety and training opportunities. Public Safety should encourage departments to publish the information in agency newsletters.

In considering these recommendations, it is important to note department roles and responsibilities. The Department of Administration's Property Management Bureau has primary responsibility for building construction, capital improvements and ongoing maintenance of state property. The Department of Public Safety operates the Capitol Security Division.

The task force believes that its recommended measures would significantly enhance security in the Capitol Complex and at the state's major leased facilities. Such preventive and ongoing initiatives are critical to the personal safety of all employees and visitors to state work places.



# APPENDICES



# APPENDIX A.

## 1989 reported criminal offenses in areas containing state facilities

The following table was presented to the task force by the Department of Public Safety. It outlines reported criminal offenses in areas containing state offices and work sites. The data is for Calendar Year 1989.

### 1989 REPORTED CRIMINAL OFFENSES IN AREAS CONTAINING STATE FACILITIES

1989 Stats. Rank*	Facilities in area	Homicide	Rape	Robbery	Aggravated assault
128	Jobs & Training Midway Office	0	1	0	1
175	1745 Univ., Jobs & Training, Supreme Court and Colonial Office Park	0	0	0	0
18	Lot W, Northwest of Rice and Univ.	0	1	28	30
43	500, 504, 506 Rice, 117, 127 Univ., Admin. Bldg. and Ramp, Lots B, C, Q, V and Park Bldg.	0	1	13	18
36	Union Gospel, Miss. Area, NE Jackson & Univ.	0	4	4	15
2	393 Dunlap, Fac. Complaints, DOH	0	1	11	18

(Continued)

\*1989 rankings are based on 198 areas in the City of St. Paul.

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**1989 REPORTED CRIMINAL OFFENSES IN  
AREAS CONTAINING STATE FACILITIES (Continued)**

1989 Stats. Rank*	Facilities in area	Homicide	Rape	Robbery	Aggravated assault
8	MnDOT, Finance and Electronic Comm., West of Rice	0	2	23	23
145	Main Capitol Campus, including Robert St.	0	1	1	2
48	Lafayette Rd. State Agencies	0	3	35	30
27	History Center, Proposed Arts H.S.	0	3	35	30
10	Dept. Jobs & Train., Capitol Square, Downtown No. of 7th Street	1	9	10	10
124	Agriculture & Pub. Saf. Whse.	0	0	0	3
131	Revenue Bldg.	0	0	0	2
-	Mpls. Jobs & Train., 309 2nd Ave. So., Mpls.	1	23	128	102
-	MN Dept. of Health 717 Delaware S.E., Mpls.	0	1	9	3
	<b>TOTALS</b>	<b>2</b>	<b>50</b>	<b>297</b>	<b>287</b>

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\*Rankings are based on 198 areas in the City of St. Paul.

# APPENDIX B.

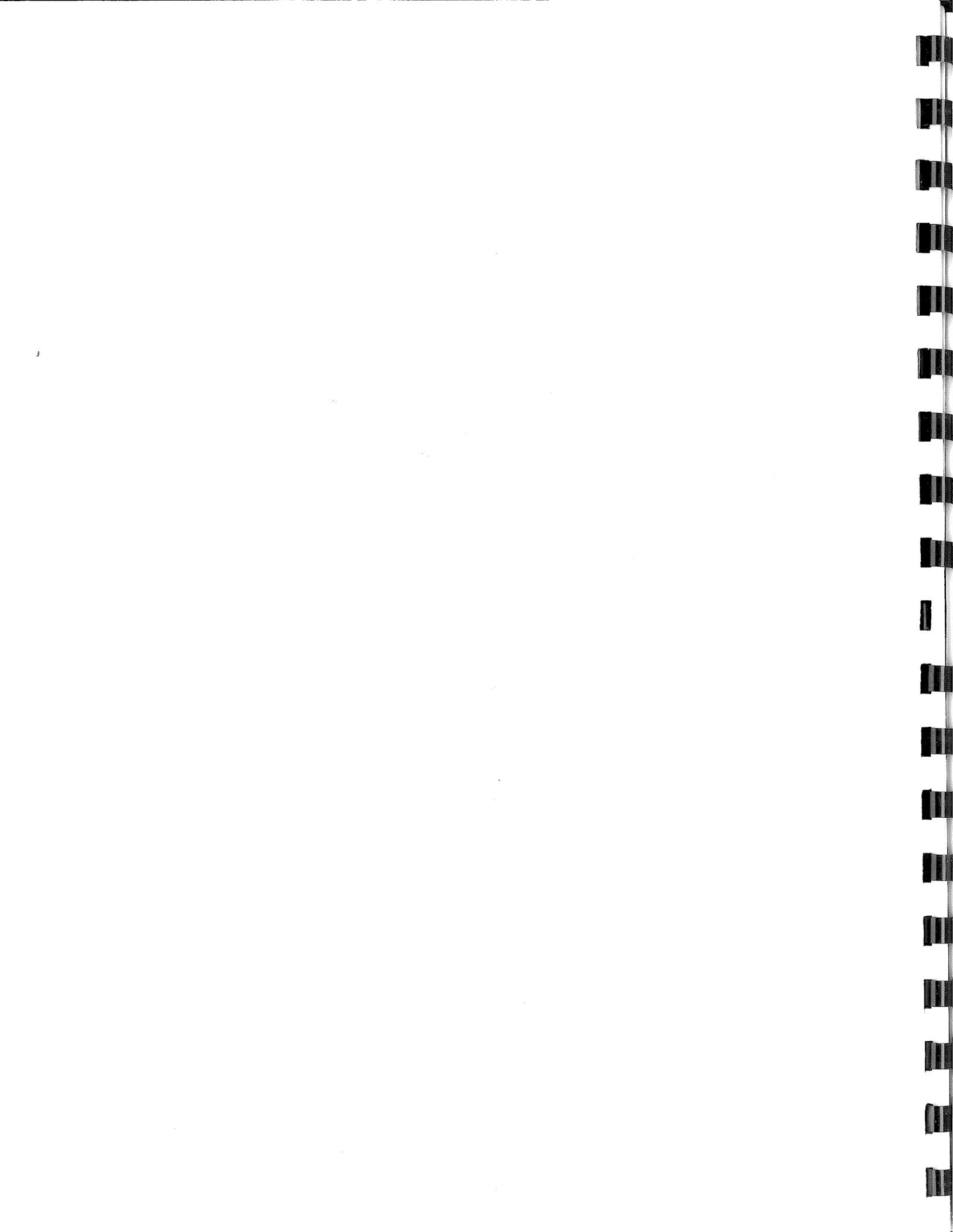
## 1989 incidents reported to Capitol Security

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The following statistics were compiled from Capitol Security reports on incidents during 1989:

### 1989 INCIDENTS REPORTED TO CAPITOL SECURITY

Incident	Number reported to Capitol Security
Homicide	0
Rape	0
Robbery	0
Aggravated assault	0
Vehicle theft	1
Theft	56
Trespass (arrest)	2
Terroristic threats	2
Suspicious persons	16
Police assists	8



# APPENDIX C.

## Interagency Security Task Force membership

Name	Representing	Agency/address
<b>Co-chairs:</b>		
Rina McManus	Transportation Bldg.	Public Safety 211 Transportation
Jeff Zlonis	Administration Bldg.	Administration 200 Administration
<b>Members:</b>		
John Burns	Jobs and Training St. Paul and Mpls.	Jobs and Training 390 N. Robert
Ed Clarke	Transportation Bldg.	Transportation 308 Transportation
Nell Conley		AFSCME 265 Lafayette Road So.
Ron Deppa	Vets. Services Bldg.	Military Affairs 4th Floor Vets Building
George Fortmeyer	Capitol Square	Education 740 Capitol Square
Fred Grittner	Judicial	Supreme Court 230 Capitol
Robert Haal	MAPE	441 Main St. #400
Laura Hoffman/ Joan Peterson	MMA	G-18B Administration Building 117 University Ave.
Ann Jaede	Centennial Bldg.	State Planning 300 Centennial Building
Stephen Kilgriff	Ford Building	Attorney General 117 University Ave.

(Continued)

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**INTERAGENCY SECURITY TASK FORCE, Continued**

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<b>Name</b>	<b>Representing</b>	<b>Agency/address</b>
<b>Members:</b>		
Fred King	Health Building	Health 717 Delaware St. SE
John Lally	Revenue/Agriculture	Revenue 10 River Park Plaza
Sven Lindquist	Capitol	Senate G-1 Capitol Building
Richard Miller	Historical Society	MN Historical Society Historical Building
Linda Nelson	Lafayette Park	Human Services 444 Lafayette Road
Andy Remke	State Office Building	House of Representatives 40A State Office Building
<b>Staff:</b>		
Wanda Hurtgen		Administration 200 Administration
Bev Kroiss		Administration 300 Administration
Bill Lunz		Public Safety B-4 Capitol Building
Lenora Madigan		Administration 625 N. Robert
Jeff Rathermel		Administration 203 Administration
Dick Smith		Public Safety B-4 Capitol Building
Jim Ware		Administration 625 N. Robert

## APPENDIX D.

### Sample information-gathering mailing/poster

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A sample information-gathering mailing/poster distributed from the Department of Administration is shown below.

*?? SECURITY CONCERNS ??*

*A Security Task Force has been formed by the Departments of Administration and Public Safety to review personal security issues in:*

- \* Buildings (State owned and leased)*
- \* Parking Lots / Ramps*
- \* Tunnels*
- \* Other*

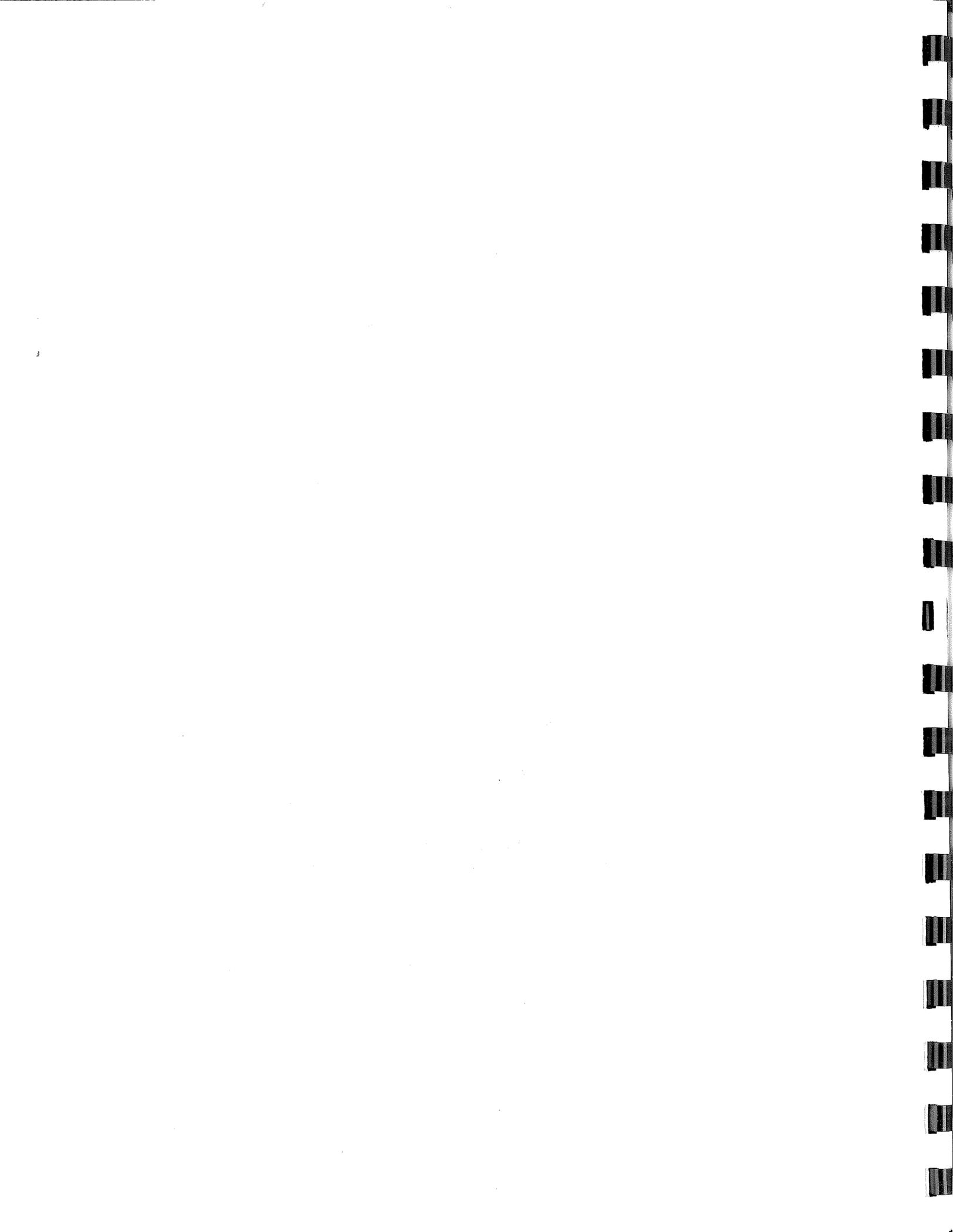
*Employee Input is Needed*

*Two Ways to Voice your concerns are:*

*1. Write down your concerns and send them to:*

*Wanda Hurtgen, Commissioner's Office  
Room 200 State Administration Building  
by Wednesday March 14, 1990*

*2. Schedule a 5 Minute presentation to the Task Force on Friday March 16 by calling 296-9904*



# APPENDIX E.

## Process outline of March 16, 1990, meeting

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This appendix outlines the problem-solving process used in the task force's March 16, 1990, meeting.

### Security issues

The process began with the group analyzing issues representative of employees' major concerns (information detailing specific employee concerns is available for review in the Capitol Security office). These issues were grouped into seven categories:

#### Lighting issues

- General need for better lighting
- Need for additional lighting in parking facilities
- Need for better lighting on Constitution east of Cedar
- Returning to cars after work when it is dark in the winter and the parking lot is isolated
- Shadow areas at Capitol Square and nearby streets

#### Parking issues

- General parking issues
- Late-night parking
- Parking lot safety
- Parking lot access
- Long distances between offices and parking
- Lack of parking for personal car at Travel Management lots
- Parking lot vulnerability/distance from work
- Late-night/after-hours work
- Work site location

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### **Building access problems**

- Building access and safety issues after hours
- Late-night work
- Outside contractor controls
- Off-hours working
- Non-use of identification badges
- Need for better control of internal traffic
- Robbery/theft from offices
- Unauthorized persons entering buildings after hours by following individuals with key cards

### **Security services issues**

- Policies and procedures of Capitol Security
- Need for additional early-morning security
- Availability of escorts in the early morning
- Need for more security patrols in buildings
- Level of security during the day
- Security not readily available
- Need standard times for locking doors
- Leaving work after dark

### **Lack of awareness**

- Public lacks proper awareness
- Need more publicity about offenses (i.e., where and when)
- Need more self-defense training
- Public, employees and legislature tend to be indifferent

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### Lack of security equipment

- Need sufficient numbers of emergency phones
- Increases in monitoring (e.g., cameras, alarm boxes)
- Additional camera monitors needed inside and outside work places

### Tunnel problems

- Isolation in the tunnel system
- Need for better tunnel lighting

## Barriers

After reflecting on the issues presented, the task force generated a list of barriers that prohibited or stifled the resolution of key concerns. Four sets of barriers were identified:

### Resource barriers

- General lack of funding/dollars
- Lack of funding for technology
- Lack of funding for on-going training
- Lack of staffing dollars
- Size and turnover of staff
- Lack of funding for staffing equipment (e.g., monitors)
- Lack of funding to upgrade existing command center (i.e., space/quality)

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### **Communication barriers**

- No focal point for reporting problems
- Inadequate signage
- Lack of training resources
- Lack of communication channels
- Physical and geographic barriers
- Lack of space for contiguous parking areas
- Decentralization of parking facilities
- Lack of lighting standards for parking areas
- Architectural restrictions (CAAPB)

### **Barriers associated with attitudes**

- Lack of employee cooperation
- Irregular work habits and schedules
- Problems with attitude and commitment
- Lack of concern

## **Action strategies**

In the last step of the process, the group developed action strategies to overcome the barriers they outlined. These action strategies served as the foundation for the group's recommendations. Five areas of action were identified:

### **Needs assessment**

- Develop a comprehensive parking plan and use it
- Identify additional equipment needs from employee input

- 
- Review current operation (is it effective?)
  - Evaluate staff standards (are changes needed?)
  - Explore the provision of an internal shuttle
  - Establish a working group on signage (Plant Management, CAAPB, Capitol Security and Building Construction)

#### **Training and Education**

- Evaluate, develop and implement a training program
- Establish more regular on-going training
- Develop new employee orientation program
- Promote security (e.g., "Security Awareness Week")
- Publish training/security information in agency newsletters

#### **Communication and coordination**

- Establish a network
- Identify focal point(s) (health/safety coordinator)
- Initiate building or agency security coordination
- Establish regular Plant Management and Capitol Security meetings

#### **Security commitment and accountability**

- Enhance unity and shared commitment for all departments
- Support a higher priority put on security issues
- Focus responsibility

#### **Maintenance**

- Upkeep and repair existing facilities
- Invest in lighting and surveillance equipment for parking lots

