



Security Sub-Committee Meeting

February 25, 2020
3:30 PM

Open Session Agenda

Notice of Meeting and Agenda

**Bi-State Development
Security Sub-Committee
Tuesday, February 25, 2020 at 3:30 PM**

**Headquarters - Board Room, 6th Floor
One Metropolitan Square, 211 N. Broadway, Suite 650
St. Louis, Missouri 63102**

**Co-Chairs: Commissioners Windmiller and Simmons
Members: Commissioners Brown, Cox, Golliday and Pestello**

**Invitees: Taulby Roach, Stephen Berry, Kevin Scott, Vernon Summers
Lurae Stuart, WSP**

This location is accessible to persons with disabilities. Individuals with disabilities needing information or communication accommodations should call Bi-State Development at (314) 982-1400, for TTY access, call Relay 711. Sign language interpreter services or other accommodations for persons with hearing or speech disabilities will be arranged if a request for such service is made at least two days in advance of the meeting. Large print material, Braille material or other formats will also be provided upon request.

Agenda	Disposition	Presentation
1. Call to Order	Approval	Chair Simmons
2. Roll Call	Information	M. Bennett
3. Public Comment*	Information	Chair Simmons
4. Approval of the Minutes of the January 8, 2020 Security Sub-Committee, Open Meeting	Approval	Chair Simmons
5. WSP Security Plan Presentation	Approval	L. Stuart, WSP
6. General Law Enforcement Contracts – Update	Information	S. Berry / K. Scott
7. Secondary Law Enforcement – Memorandums of Understanding	Information	S. Berry / K. Scott
8. New Security Contract – Transition to G4S Progression Update	Information	S. Berry / K. Scott
9. Rider Code of Conduct	Information	S. Berry / K. Scott
10. Ride and Abide Policy – Update	Information	S. Berry / K. Scott
11. Motion to Move to Executive Session: <i>If such action is approved by a majority vote of The Bi-State Development Agency's Board of Commissioners who constitute a quorum, the Board may go into closed</i>	Approval	Chair Simmons

Agenda	Disposition	Presentation
<i>session to discuss legal, confidential, or privileged matters pursuant to Bi-State Development Board Policy Chapter 10, Section 10.080 (D) Closed Records: Legal under §10.080(D)(1); Real Estate under §10.080(D)(2); Personnel under §10.080(D)(3); Health Proceedings under §10.080(D)(4); Employee Negotiations under §10.080(D)(5); Data Processing under §10.080(D)(6); Purchasing and Contracts under §10.080(D)(7); Proprietary Interest under §10.080 (D)(8); Hotlines under §10.080(D)(9); Auditors under §10.080(D)(10); Security under §10.080(D)(11); Computers under §10.080(D)(12); Personal Access Codes under §10.080(D)(13); Personal Information under §10.080(D)(14); Insurance Information under §10.080(D)(15); Rail, Bus, or Facilities Safety and Accidents under §10.080(D)(16) or Protected By Law under §10.080(D)(17).</i>		
12. Reconvene to Regular Meeting	Approvals	Chair Simmons
13. Adjournment	Approval	Chair Simmons

***Note: Public comment may be made at the written request of a member of the public specifying the topic(s) to be addressed and provided to the Agency's information officer at least 48 hours prior to the meeting.**

Open Session Item

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**BI-STATE DEVELOPMENT
SECURITY SUB-COMMITTEE MEETING
OPEN SESSION MINUTES
January 8, 2020**

Sub-Committee Members

Missouri

Rose Windmiller, Co-Chair – Present
Vernal Brown – Absent
Fred Pestello – Absent

Illinois

Herbert Simmons, Co-Chair – Present
Derrick Cox – Present
Irma Golliday – Participated via phone (8:33 am)

Other Commissioners

Constance Gully – Absent
Aliah Holman – Absent

Michael Buehlhorn – Participated via phone
Justin Zimmerman – Absent

Staff in Attendance

Taulby Roach, President and Chief Executive Officer
Barbara Enneking, General Counsel and Deputy Secretary
Myra Bennett, Manager of Board Administration
Brenda Deertz, Administrator/Executive Assistant to the President & CEO
Stephen Berry, General Manager - Public Safety, Central Facility - Public Safety
Kevin Scott, Director - Public Safety, Central Facility - Public Safety
Vernon Summers, Manager - Contract Security, Central Facility - Public Safety
Jessica Mefford-Miller, Executive Director Metro Transit
Jim Cali, Chief Audit Executive
Kent Swagler, Director of Corporate Compliance and Ethics
Patti Beck, Director of Communications
Angie Staicoff, Senior Internal Auditor
Larry Jackson, Executive Vice President Administration
Sally Bender, Internal Auditor/PT
Ted Zimmerman, Vice President Marketing & Communication
Lasilvia Franklin, Financial Analyst and Administrator
Kathy Brittin, Director of Risk and Absence Management
Jerry Vallely, External Communications Manager

Others in Attendance

Ken Sharkey, St. Clair County Transit District
Mary Harp, AT&T
Brian Kelly, KMOX
Marcy Meystrik, East-West Gateway
Jim Wild, East-West Gateway

1. Open Session Call to Order

8:30 a.m. Chair Windmiller called the Open Session of the Bi-State Development Agency, Security Sub-Committee Meeting to order at 8:30 a.m.

2. Roll Call

8:30 a.m. Roll call was taken, as noted above.

3. Public Comment

8:30 a.m. Chair Windmiller noted that no speaker cards were presented for today's meeting.

4. Approval of the Minutes of the October 29, 2019 Security Sub-Committee, Open Meeting

8:31 a.m. The minutes of the October 29, 2019 Security Sub-Committee, Open Meeting were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Cox and seconded by Commissioner Simmons. **The motion passed unanimously.**

5. Approval of the Minutes of the November 18, 2019 Security Sub-Committee, Open Meeting

8:32 a.m. The minutes of the November 18, 2019 Security Sub-Committee, Open Meeting were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Simmons and seconded by Commissioner Cox. **The motion passed unanimously.**

6. Contract Security – Update

8:32 a.m. President and Chief Executive Officer, Taulby Roach, noted that Stephen Berry, General Manager-Public Safety, Kevin Scott, Director-Public Safety, and Vernon Summers, Manager-Contract Security, are in attendance at today's meeting to answer any questions that the Committee may have. Mr. Roach noted that staff is requesting that the implementation of the new contract for third party security with G4S, be moved from the original date of February 2020 to April 2020. A memo was distributed by Mr. Berry, outlining details of the new contract.

(Commissioner Golliday joined the meeting via phone at approximately 8:33 a.m., and the Commissioners attending via phone requested that the memo be sent to them electronically. Administrative Assistant to the CEO, Brenda Deertz e-mailed the information to the Commissioners.)

Commissioner Windmiller asked why staff is requesting a change in the implementation date. Mr. Summers noted that staff is requesting a delay in the implementation date of the contract, due to the fact that the new contract is a complex deployment that is transit specific, and the size of the workforce requires extensive logistical planning, and staff does not feel that a 60 day period allows enough time for this type of professional transition. In addition, with the holidays, there was difficulty in getting all of the needed paperwork in order. Mr. Berry noted there is significant need for logistical planning, with a new unarmed force coming in, and an armed services going out. There will be a decrease from approximately 180 guards to 105 guards, however, there will be an increase in the number of Police Officers, through the use of secondary contracts. In addition, the organization is undergoing a change to a "high visibility" uniform, and training to increase customer service.

Mr. Roach stated that Metro feels that the change to an increased number of certified Police Officers, will provide a higher level of quality with regard to security, and these secondary officers will not have "static posts", as has been the practice in the past.

Mr. Roach noted that two of our contracts for police services were approved by the Board of Commissioners in November, and included contracts with St. Louis County and St. Clair County. He noted that Metro is now in receipt of a third contract from St. Louis City. He noted that changes are being made, per the recommendations in the WSP report, and Metro is showing momentum in implementing changes in how they do business.

Commissioner Cox asked the status of approval of the WSP report? Commissioner Windmiller noted that the current item under discussion is “contract security”, and that item should be addressed separately.

Commissioner Buehlhorn stated that he is disappointed in the delay in implementation of the contract. Commissioner Simmons asked if Metro is having to pay “double” in the interim for contract security. It was noted that Metro is not. Commissioner Windmiller asked if there have been changes to the contract. Larry Jackson, Vice President of Administration, noted that there have been no substantive changes to the contract. Commissioner Windmiller asked if everyone will be onboard by April 1st. Mr. Jackson stated that Metro will be formalizing the change this week, and will be giving notice to proceed with the April 1st implementation date. He noted that, in the interim, the contract with Securitas has been extended through March 31st. Commissioner Simmons asked if there is any chance that the April date will not be met. Mr. Jackson stated that he feels the new implementation date is doable. Commissioner Simmons stated that it is important to ensure that everyone is able to “hit the ground running”; however, it is important that they meet the April 1st implementation date. Mr. Roach stated that the delay is to ensure that proper, quality personnel are in place, and everyone will be working aggressively in meeting that date.

Commissioner Cox asked when the Board would be discussing approval of the WSP plan. President and CEO Roach stated that a full presentation was given at the previous security meeting, and the plan has been presented to all of Bi-State’s partners. He noted that there is one aspect of the plan that may need to be discussed in a future Executive Session meeting; however, 25-30% of the plan has been implemented. Commissioner Cox stated that he was under the impression that the Security Sub-Committee would have a vote on the final plan, to recommend the plan to the Board of Commissioners for a final vote on the plan. Mr. Roach stated that it would be up to the Board of Commissioners, if they wish to have a vote to endorse the plan at the February meeting. He noted that a signing ceremony will be planned with our partners, to symbolize that this is a “joint plan”. Commissioner Cox stated that there are certain issues of the plan that he would like to address and provide input. Commissioner Windmiller stated that Commissioner Cox should let staff know of his concerns, and this issue will be discussed at the Security Sub-Committee meeting in February.

7. Status of Secondary Officers – Update

9:03 a.m. Mr. Scott addressed the Committee regarding the status of hiring of secondary Police Officers for Metro security. It was noted that, in the past, the salary rate had not been competitive; however, a new concept has been developed, with an increase in salaries, in order to bolster the program. It was noted that the new program will take effect in St. Clair County on January 20th. Interviews will be held this coming Saturday, for St. Louis City and County Officers. He noted that the increase in the number of Officers will increase visibility, and this armed level of support will act as support for the contracted security. Commissioner Cox noted that the G4S contract states that the officers will be unarmed. Mr. Scott noted that the “contract

security” will be unarmed; however, the secondary officers, as well as our Police partners in St. Louis City, St. Louis County and St. Clair County will serve as an armed support base of professional law enforcement. Commissioner Cox stated that he does not feel that there was enough discussion regarding this issue, and does not feel that was appropriate. Commissioner Windmiller stated that she feels that these decisions are best left to Metro staff and the law enforcement professionals. President and CEO Roach stated that he is disappointed if the Commissioner feels as though he was “by-passed”; however, he thinks that moving to ensure that those who are armed have been specifically trained in law enforcement is appropriate. He noted that Metro has developed a “layered” security team, trained in de-escalation procedures, accompanied by a more professional police presence. Discussion held regarding the number of Police that will be on task force. Mr. Roach noted that Metro is vulnerable, if we do not ensure that all security is fully trained in de-escalation techniques, and he noted that the secondary officers are going to be utilized in a very specific deployment approach.

Commissioner Buehlhorn noted that Metro has worked for many years to try to get all three Police Departments working on the same page, and he does not want to jeopardize that effort. He stated that one of the requests by law enforcement over the years is that our private security officers not be armed.

Mr. Scott noted that the goal is to add an additional 25 officers, through secondary employment, in addition to the 60-70 member, existing task force. Commissioner Cox stated that he keeps hearing people say that they do not ride the system, because they do not feel safe. Mr. Scott noted that Metro must articulate that we have officers with sound training in place. Commissioner Simmons stated that he agrees with Commissioner Cox on some of his statements; however, simply adding “bodies” to payroll does not fix the problems, if the officers are not being properly deployed.

Commissioner Windmiller noted that many transit agencies were involved in the WSP process, and many of them used fewer armed security, than does Metro. Mr. Berry stated that this is correct, and many times this will depend on the fluidity of the system, and the degree of professionalism involved.

President and CEO Roach stated that the primary issue is the perception issue. He noted that crime incidents have decreased to a very low level. Metro security is trying to be more visible, to break those perception issues.

8. Motion to move Executive Session

9:27 a.m. Chair Windmiller noted that the only items on the Executive Session agenda are approval of previous minutes. She stated that, if no discussion or corrections are needed, an Executive Session would not necessarily be needed. The Committee agreed that an Executive Session was not needed.

Chair Windmiller asked for a motion to approve the minutes of the October 29, 2019 and November 18, 2019 Security Sub-Committee, Executive Session Meeting, as presented, as a closed record. The motion was made by Commissioner Simmons and was seconded by Commissioner Cox. Unanimous vote in favor taken. **Motion passed.**

10. Adjournment

9:27 a.m. Chair Windmiller asked if there was any further business; being none, Commissioner Cox made a motion to adjourn the meeting. Motion was seconded by Commissioner Simmons. Unanimous vote in favor taken. Motion passed, and the meeting was adjourned at approximately 9:27 a.m.

Deputy Secretary to the Board of Commissioners
Bi-State Development

Open Session Item

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SYSTEM-WIDE SECURITY ASSESSMENT FOR METRO

FINAL STATUS REPORT

PHASE 2: WSP SECURITY APPROACH

May 2019-March 2020

Implement and expand upon the security planning and policy recommendations from Phase 1, with a more comprehensive focus on the entire Metro transit system. The project will result in a comprehensive security program that is coordinated with Metro's safety and emergency management functions to ensure optimal plans and procedures are in place.

**SECURITY VISION &
OBJECTIVES**

**TECHNICAL PAPERS:
ALL-HAZARDS &
TRAINING**

WORKSHOPS

**COMPREHENSIVE
SECURITY
PROGRAM**

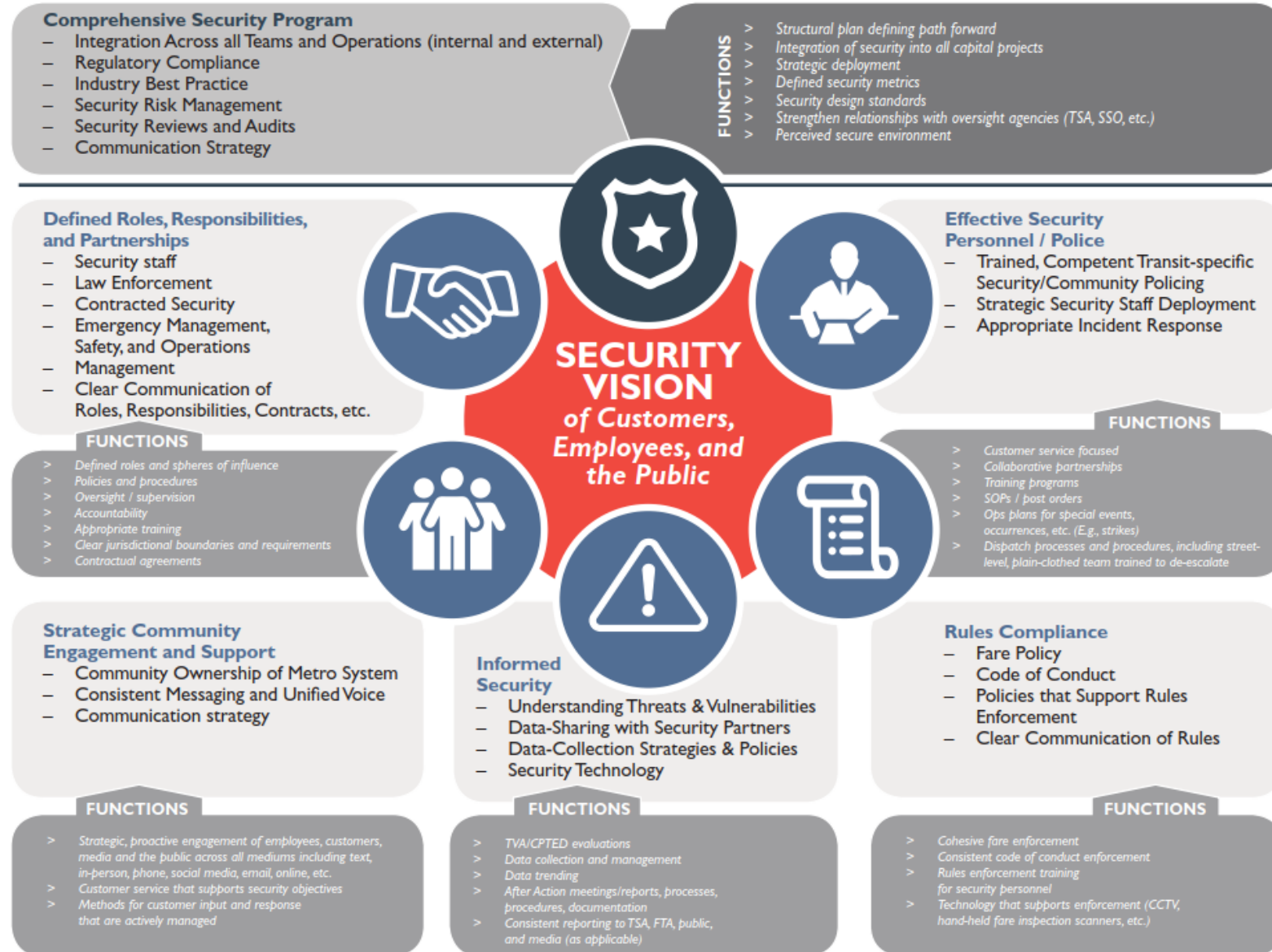
**PARTNER
COLLABORATION &
STAKEHOLDER
ENGAGEMENT**

**PROACTIVE
COMMUNICATION
PROTOCOLS**

**SECURITY
STRATEGY**

PHASE 2: METRO SECURITY VISION AND OBJECTIVES

METRO TRANSIT SECURITY VISION AND APPROACH



Major Activities: Security Strategy

- Strategic Direction and Commitment for Metro Security
 - **Security:** *Reduce the rate, the perception of and vulnerability to crime*
 - **Fare Enforcement:** *Fare enforcement as a security tool*
 - **Security Awareness & Involvement:** *Engage all Metro employees and contractors in awareness and responsibilities for Metro security; Engage passenger and public security awareness*
 - **Systems Approach:** *Identify and assess security threats by optimizing human resources; procedures, technology and equipment; facilities design and improvements; and partnerships to maximize security effectiveness*

Completed 1/31/20

To Be Signed by Partner Agencies 2/26/20

Major Activities: Security Plan

- Tactical Operations Plan for Security
 - *Defines the relationship between Safety, Security and Emergency Management*
 - *Sets auditable goals and objectives for the program*
 - *Considered Sensitive Security Information (not a public document)*
- Major Components”
 - Management & Accountability
 - Security Planning
 - Fare Enforcement
 - Security Risk Management
 - Crime & Data Analysis
 - Safety & Security Certification
 - Security Reviews and Audits
 - Security Incident Investigations and Notification
 - Security Standard Operating Procedures
 - Security Systems and Technology
 - Training and Awareness
 - Emergency Management, Drills and Exercises

Research and Information

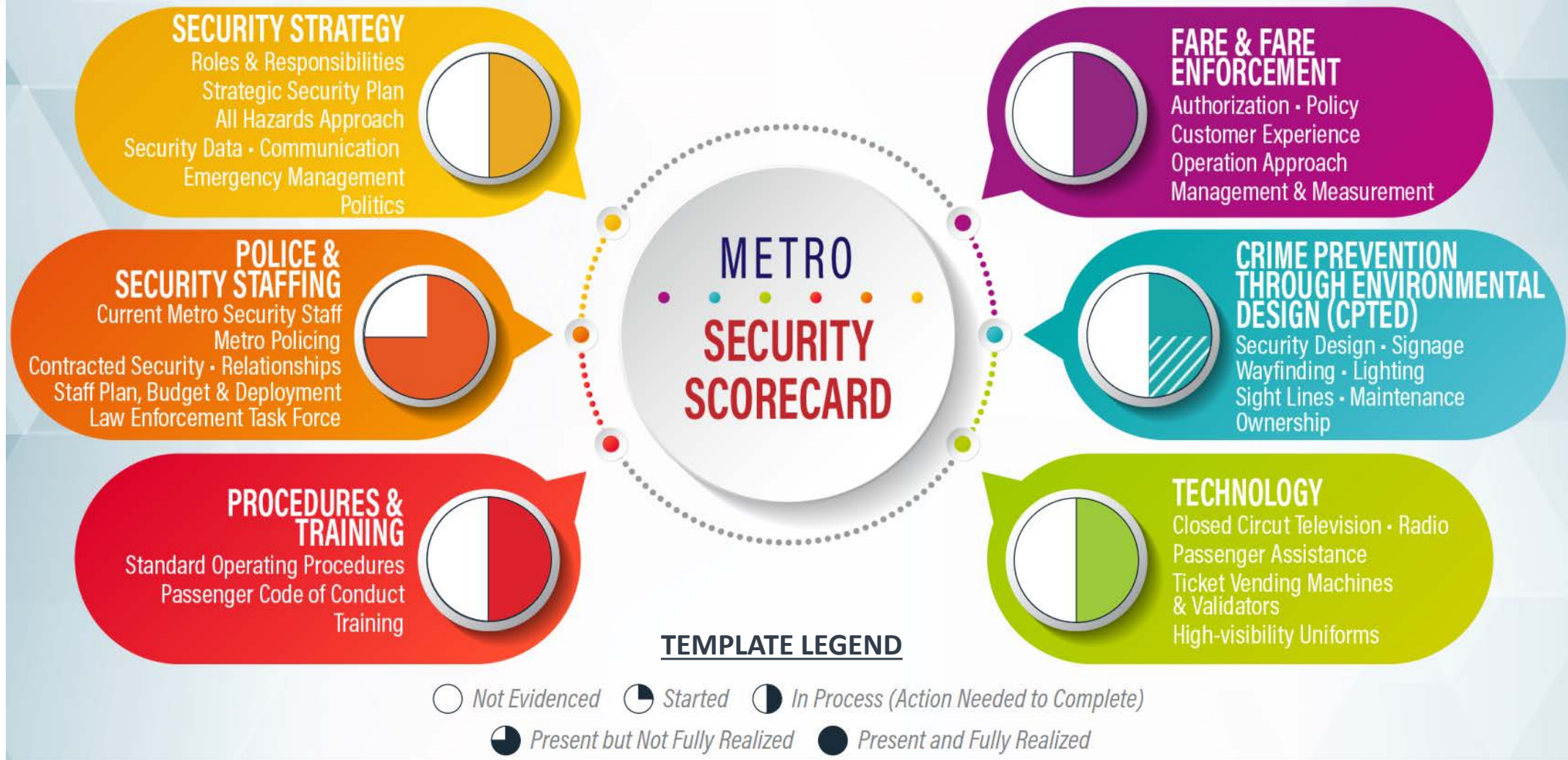
- Research & White Papers:
 - *Training Recommendations for Security Partners*
 - *All-Hazards Approach to Transit./Rail Safety*
 - Combines safety, security & emergency management, coordinated within an organization to enhance system safety, including public safety
- Workshops:
 - *Data Coordination*
 - *Deployment Strategies*
 - *Roles & Responsibilities*
- Table Top Exercise (2/28/20)
 - *Discussion based exercise to test and train to new strategy/plan*
 - *Test communication strategies*

METRO PROGRESS

- Revised policing contracts signed
- Revised contracted security contract signed, 4/1/20 start date
- Security program leadership and direction aligned with strategy
- Partner Communication and Cooperation
- Revised Deployment Strategies including:
 - *Roving and active contracted security*
 - *New role for Transit Security Specialists*
 - *Support for security program through secondary employment contracts for additional law enforcement*
- In-house Metro security roles refined and implemented
- High visibility uniforms for Metro security and contracted security
- Clearly defined roles and accountability requirements for each partner in the security program

METRO PROGRESS

February 2020 – Issue 3



THANK YOU
Discussion & Questions

wsp



METRO SYSTEM SECURITY STRATEGY

(Developed as part of the Metro System-Wide Security Assessment Phase II)
Supported by East-West Gateway Council of Governments

21 January 2020

WSP
SUITE 2800
211 NORTH BROADWAY
ST. LOUIS, MO 63102
UNITED STATES

TEL.: +1 314 206-4444
FAX: +1 314 421-1741
WSP.COM



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Figure 5. Example of External Audit: Metro Security Scorecard
(Fall 2019) 20

ACRONYMS AND ABBREVIATIONS

ACRONYM/ ABBREVIATION	MEANING
CCTV	Closed-circuit Television
CPTED	Crime Prevention Through Environmental Design
DHS	Department of Homeland Security
EMP	Emergency Management Plan
EMS	Emergency Medical Services
EPP	Emergency Preparedness Plan
FEMA	Federal Emergency Management Agency
FTA	Federal Transit Administration
IDOT	Illinois Department of Transportation
IEMA	Illinois Emergency Management Agency
MoDOT	Missouri Department of Transportation
OCC	Operations Control Center
PAT	Passenger Assistance Telephone
Plan	Security Program Plan
SCADA	Supervisory Control and Data Acquisition
SEMA	Missouri State Emergency Management Agency
SOP	Standard Operating Procedure
SSI	Sensitive Security Information
SSO	State Safety Oversight
St. Louis Metro	Metro
Strategy	System Security Strategy
TSA	Transportation Security Administration
TSS	Transit Security Specialists
TVA	Threat and Vulnerability Assessment
VIPR	Visible Intermodal Prevention and Response

INTRODUCTION

St. Louis Metro (Metro) is committed to providing safe, secure, dependable, and fully accessible multimodal transportation throughout metropolitan St. Louis. The safety and security of Metro passengers and employees, and the community that it serves, is paramount. To meet this commitment, Metro developed this System Security Strategy (Strategy). The Strategy establishes a comprehensive, systematic framework of effective and sustainable security components to safeguard the personal security of passengers, employees, and members of the public, as well as the integrity of Metro assets and other property. The Strategy is also designed to foster a culture of security by assigning responsibility and accountability for security.

Note: Metro Transit is the region's public transportation system that operates under Bi-State Development. This strategy is targeted to the Metro Transit system, though some staff and programs operate at the Bi-State Development level to manage and deliver the strategy.

PURPOSE

The purpose of the Strategy is to develop and communicate a comprehensive, systematic, responsive, and effective security approach for Metro; support the development of technology programs; and provide a basis for Metro security training and exercises.

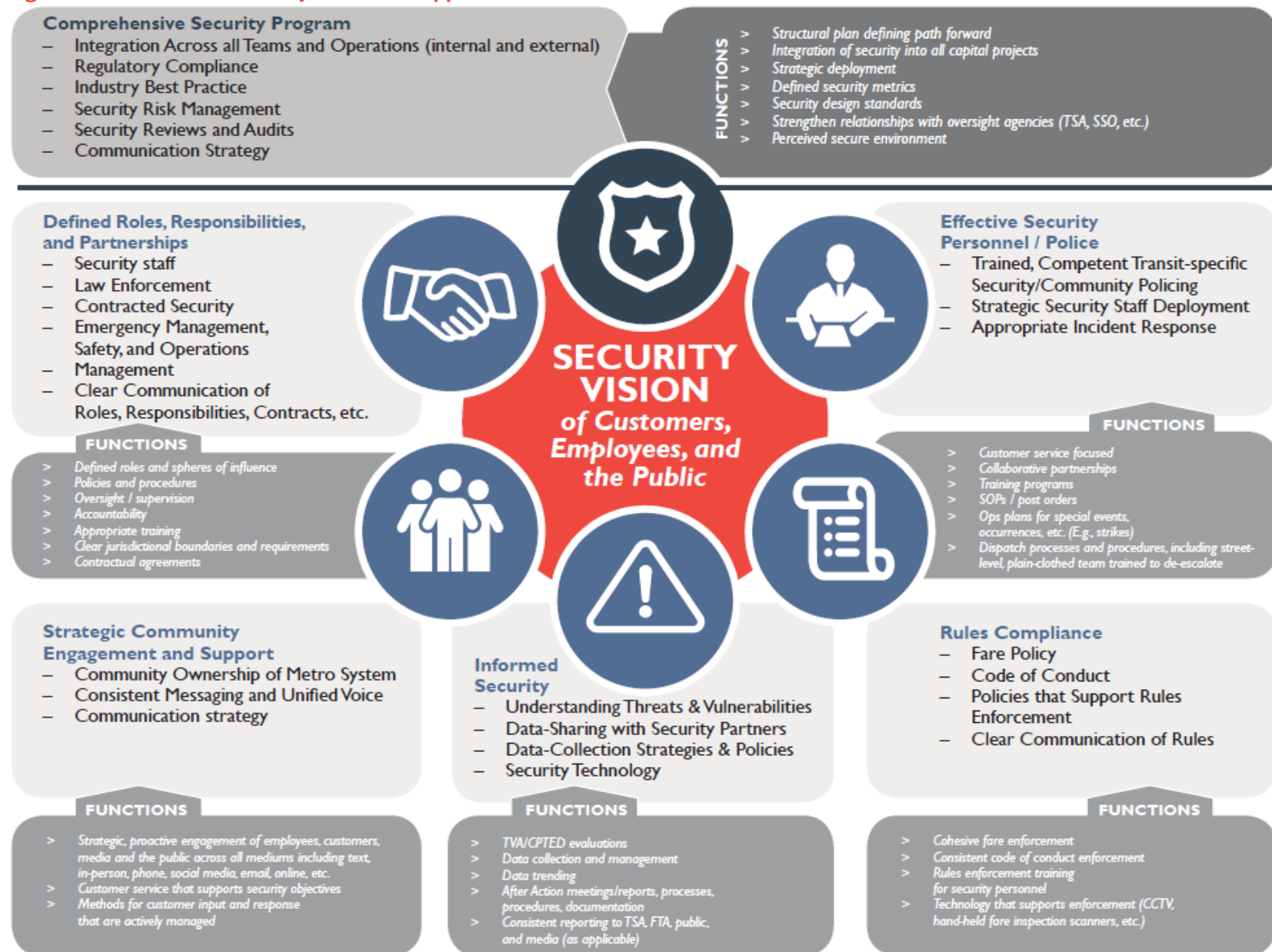
METRO TRANSIT SECURITY VISION & APPROACH

Metro recognizes the following six elements necessary to realizing its security vision for customers, employees, and the public:

- 1 Comprehensive Security Program
- 2 Defined Roles, Responsibilities, and Partnerships
- 3 Strategic Community Engagement and Support
- 4 Informed Security
- 5 Effective Security Personnel/Police
- 6 Rules Compliance

Figure 1 on the next page defines these six elements and the functions that support them.

Figure 1. Metro Transit Security Vision and Approach



SECURITY GOALS, OBJECTIVES & TASKS

The Strategy establishes four primary goals to achieve the Metro Transit Security Vision:

- 1 **Security:** Reduce the rate of crime, the perception or fear of crime, and vulnerabilities to crime on the Metro system.
- 2 **Fare Enforcement:** Implement fare enforcement as a security tool.
- 3 **Awareness and Involvement:** Engage all Metro employees and contracted security personnel in awareness of and responsibilities for security on the Metro system. Engage passenger and public security awareness.
- 4 **System Approach:** Systematically and continually identify and assess crime and other security threats to Metro passengers, employees, and property. Maximize security effectiveness by optimizing use of human resources and through operating procedures, technology and equipment; facilities design and improvements; and community and interagency partnerships.

Table 1 below further breaks down these four goals by objectives and associated tasks to meet each goal and its objectives.

Table 1. Goals, Objectives & Associated Tasks

GOALS & OBJECTIVES	ASSOCIATED TASKS
<p>1. Security: Reduce the rate of crime and the perception of crime on the Metro system.</p> <p>1A. Establish annual* Target Goal for reported crimes, per 100,000 boarding rides, on the Metro system.</p> <p>1B. Maintain 70% or better customer rating of "good" or "excellent" for Metro addressing concerns about security on board buses and MetroLink, as measured through Metro surveys.</p>	<p>1.1 Base routine deployment and tactics of Transit Police Taskforce and contracted security personnel on current intelligence, analysis of crimes and trends, and threats on the transit system.</p> <p>1.2 Specialize deployment and tactics of Transit Police Taskforce and security personnel for special event transit operations based on intelligence and analysis of crime trends, and threats particular to each special event.</p> <p>1.3 Frequently deploy Transit Police Taskforce and contracted security personnel on special missions to target unfavorable trends in crime or threats on the transit system, as identified by crime analysis and intelligence.</p> <p>1.4 Fulfill perceived security and order on the transit system with deployments and tactics of security personnel that enhance visibility to system ridership and stakeholders, and provide an environment in which Metro Code regulations and community laws are enforced.</p> <p>1.5 Develop and implement a "Ride and Abide" policy to address chronic, repeat offenders of Metro Code regulations and offenders committing serious crimes on Metro property and vehicles.</p> <p>1.6 In coordination with the Transit Police Taskforce, participate in Operation RailSafe and BusSafe, Visible Intermodal Prevention and Response (VIPR) Team deployments, and other Transportation Security Administration (TSA) security initiatives.</p>

*Each year establish Target Goal based on averages from the previous 3 years.

GOALS & OBJECTIVES	ASSOCIATED TASKS
<p>2. Fare Enforcement: Reduce opportunities for fare evasion on MetroLink.</p> <p>2A. Establish annual* Target Goal for fare evasion rate on MetroLink.</p> <p>*Each year establish Target Goal based on averages from the previous 3 years.</p>	2.1 Utilize access control techniques at MetroLink stations.
	2.2 Collect, analyze, and monitor fare evasion data on MetroLink.
	2.3 Base deployments of fare enforcement personnel on analysis of fare evasion trends on MetroLink.
	2.4 Conduct special missions to target unfavorable fare evasion trends.
	2.5 Enable fare enforcement and Public Safety Department personnel to write citations in all Metro transit service areas.
<p>3. Awareness and Involvement: Engage all Metro employees and contracted security personnel in awareness and responsibilities for security awareness on the Metro system. Engage passengers and public in security awareness.</p> <p>3A. Achieve broad-based awareness of security responsibilities, alertness, and procedures by Metro personnel.</p> <p>3B. Achieve broad-based security alertness by Metro passengers.</p>	3.1 Communicate the Strategy to all Metro personnel and contracted police/security personnel.
	3.2 Incorporate the security awareness responsibilities specific to each Metro employee's job into the training program, procedures, and instructions applicable to each job. Include security considerations in performance evaluations of managers, according to their respective security job responsibilities.
	3.3 Integrate transit security procedures, drills/exercises outcomes, and incident reviews into transportation, maintenance, and security operating and emergency procedures.
	3.4 Involve employees in security program development and implementation through mechanisms such as arranging participation in Safety/Security Committees and facility inspections, and designating security representatives for each operating facility.
	3.5 Reinforce an organizational culture for security responsibility by enforcing access to Metro facilities by authorized personnel only.
	3.6 Assure that "See Something, Say Something" notifications are posted in all Metro buses and MetroLink vehicles, transit centers, and MetroLink platforms, and are included in routine Metro customer information materials, such as service brochures and website information.

GOALS & OBJECTIVES	ASSOCIATED TASKS
<p>4. System Approach: To maximize security effectiveness, systematically and continually identify and assess crime and other security threats to Metro passengers, employees, and property by optimizing use of the Transit Police Taskforce, contracted security, and Metro personnel; operating procedures, technology, and equipment; facilities design and improvements; and community and interagency partnerships.</p> <p>4A. Systematically determine and assess deployments and tactics of Transit Police Taskforce, Metro personnel and contracted security personnel, in relation to analyzed information on crime, threats, and effectiveness on customer perception of security on the Metro transit system.</p> <p>4B. Continually foster partnerships with law enforcement jurisdictions and community organizations, in coordination with the Transit Police Taskforce, to support an extension of Metro security resources.</p> <p>4C. Systematically integrate security design considerations and security technology and equipment into the design of Metro facilities and transit operations.</p>	<p>4.1 In coordination with the Transit Police Taskforce, collect and analyze security data on the Metro system and receive crime analyses from the Transit Police Taskforce.</p>
	<p>4.2 Through interagency cooperation, ensure that all security threat and crime intelligence significant to Metro is concurrently available to the Transit Police Taskforce and Metro Public Safety Department for assessment and for optimization of transit system security resource deployments and tactics.</p>
	<p>4.3 Coordinate transit system security resources (i.e., Transit Police Taskforce, contracted security, and Public Safety Department personnel) and provide sufficient levels of security training and equipment, to reduce the rate of crime and the fear of crime on the Metro system and to resolve Metro vulnerabilities.</p>
	<p>4.4 Monitor developments in security technologies to optimize the effectiveness of Metro security.</p>
	<p>4.5 Develop a Code of Conduct ordinance.</p>
	<p>4.6 Provide a level of fare enforcement and enforcement of Metro prohibited conduct ordinances on the Metro system that is sufficient to sustain public perception that the transit system is reasonably secure from prohibited conduct.</p>
	<p>4.7 Promote interagency cooperation and mutual security tactics and operations for the Metro system through intergovernmental agreements establishing Transit Police Taskforce as an extension of local jurisdiction police.</p>
	<p>4.8 Incorporate Crime Prevention Through Environmental Design (CPTED) guidelines and Federal Transit Administration (FTA) Transit Security Design Considerations into Metro design criteria and facilities designs.</p>
	<p>4.9 Deploy and maintain security technologies to increase prevention and protection capabilities, including surveillance, access control, and intrusion detection, in priority of risk reduction to assets by criticality.</p>
	<p>4.10 Develop partnerships with community organizations to help foster security on the Metro system. Engage community-based personnel and services (such as an Ambassador Program at stations), to contribute to security on the Metro system.</p>

SECURITY PROGRAM ELEMENTS

The 10 Strategy elements listed below represent the measures and capacities that will be employed to manage the security of the system, and to address and mitigate the security risks identified in Crime and Security Analyses, Threat and Vulnerability Assessments (TVA), and CPTED assessments. The 10 elements provide a systematic, layered approach to enhancing security across the Metro transit system. The remainder of this report details these 10 Strategy elements as follows:

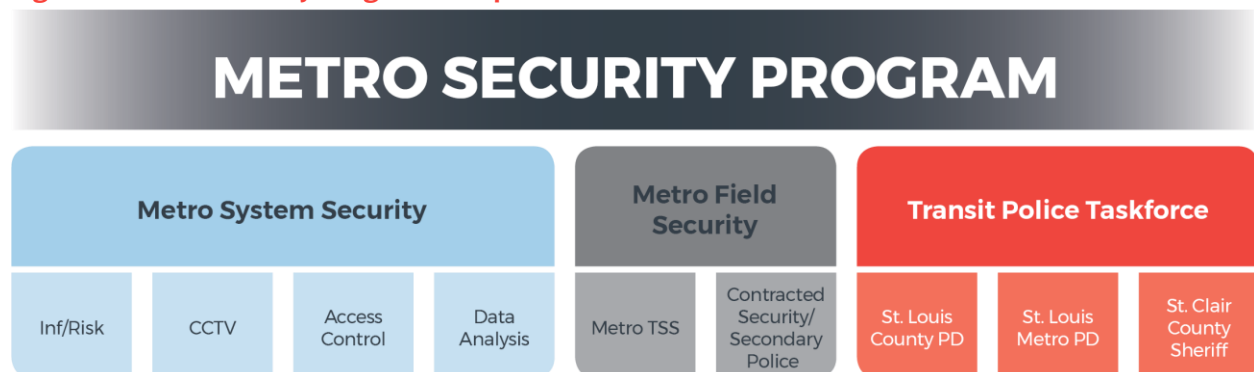
- 1 Management and Accountability
- 2 Fare Enforcement
- 3 Security Risk Management
- 4 Crime and Security Data Analyses
- 5 Safety and Security Certification
- 6 Security Audits and Reviews
- 7 Security Standard Operating Procedures
- 8 Security Systems and Technology
- 9 Training and Awareness
- 10 Emergency Management and Drills and Exercises

1 MANAGEMENT AND ACCOUNTABILITY

Figure 2 below illustrates the multiple components that collaborate to advance Metro's Security ProgramFigure 3Figure 3Figure 3Figure 3Figure 3:

- **Metro System Security:** comprised of Metro employees (blue)
- **Metro Field Security:** comprised of Metro employees and contracted security/secondary employment police¹ (gray)
- **Transit Police Taskforce:** comprised of law enforcement partners (red)

Figure 2. Metro Security Program Components

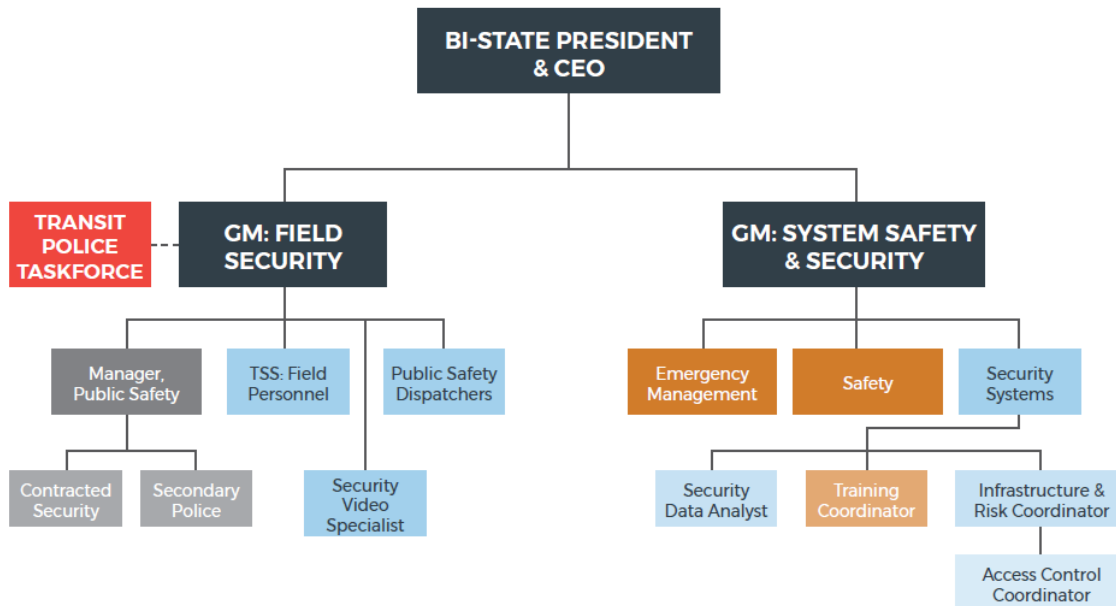


Potential security gaps can arise from the involvement of multiple stakeholders in Metro's system security. Assigning management responsibilities, defining clear lines of accountability, and implementing effective communications is necessary to eliminate these potential security gaps. The security organizational chart in Figure 3 identifies the security relationships and accountability structure for the Metro Public Safety Department, contracted policing and security services, and the Transit Police Taskforce. Figure 3 uses the same color scheme as Figure 2: black for the overarching

¹ Secondary employment police are contracted from law enforcement partners.

security program, blue for system security positions, gray for field security positions, and red for the taskforce. Figure 3 also depicts emergency management and safety functions by using orange to distinguish them from the security program functions.

Figure 3. Metro Public Safety Department Organizational and Collaboration Structure



Metro employees and contracted security service personnel have a basic security responsibility to serve as "eyes and ears" for the system and report all security issues. They are expected to report immediately to the Operations Command Center (OCC) upon observing:

- Metro-involved accidents or incidents, including persons in need of assistance on the transit system
- Criminal behavior and security threats, including suspicious items, activities, or behaviors
- Unbadged persons in a Metro workplace who do not belong

Metro employees and contracted security personnel will be provided with specific security instructions that address incident/emergency reporting, assessing unattended items found on Metro vehicles and facilities, workplace security, and instructions for employees to call for information during a Metro-declared emergency.

1.1 METRO PUBLIC SAFETY DEPARTMENT

This section describes positions that comprise Metro's Public Safety Department and the responsibilities of each.

GENERAL MANAGER, SYSTEM SAFETY AND SECURITY

The General Manager, System Safety and Security is responsible for developing Metro's safety and security strategic direction and providing the day-to-day leadership, management and administration of the Metro system safety, security, and emergency management programs, in coordination with the General Manager, Field Security, through:

- Communicating Metro’s system safety and security goals and programs and strategic direction.
- Providing support in the development, coordination, security training programs.
- Assessing threats and vulnerabilities to the Metro system and recommending corrective measures to reduce the potential for crime and vulnerabilities of the Metro transit system.
- Managing security incident reporting, investigation, and trend analysis.
- Managing security assurance audits and corrective action plans.
- Assuring that the Metro security management program meets or exceeds applicable regulations and guidance of the FTA, Department of Homeland Security (DHS), and industry best practice.
- Assessing threat and intelligence information and related updates from TSA and law enforcement partners regarding Metro passengers, employees, and operations.

GENERAL MANAGER, FIELD SECURITY

The General Manager, Field Security plans and manages the Public Safety Department’s field security activities and operations, in coordination with the General Manager of System Safety and Security, including:

- Developing and managing contracts with law enforcement partners, and overseeing the strategic deployment of law enforcement personnel across the Metro transit system.
- Providing direction in the development, coordination, and implementation of field security training programs.
- Ensuring the security resource deployment program maintains a comprehensive security presence across the Metro transit system.
- Communicating and coordinating Public Safety Department schedules with the Transit Police Taskforce.
- Adjusting security strategies in response to emergent trends in ridership, major events, crime, and/or nuisance behaviors.
- Ensuring compliance with all applicable policies, rules, regulations, and laws.
- Developing and overseeing the Public Safety Department budget.
- Reporting on calls for service, code of conduct violations and citations, and other security metrics, in collaboration with the Security Data Analyst.

MANAGER, PUBLIC SAFETY

The Manager, Public Safety coordinates and provides oversight of non-sworn contracted security and fare enforcement officers. The Manager implements and maintains security practices and procedures, coordinates training for contracted security personnel, and ensures that resources are deployed to maximize fare enforcement and public safety by:

- Developing and managing deployment programs in response to emergent trends in ridership, major events, crime, and/or nuisance behavior.
- Ensuring that Metro’s contract security and secondary employment police resource deployment programs maintain a comprehensive security presence across the Metro transit system.

- Coordinating and managing the scope of work and budget for Metro’s contract security and fare enforcement program.
- Working with security contractor management and the Transit Police Taskforce to coordinate and oversee contract security and secondary employment police schedules, including personnel performance, utilization, attendance, and overtime.
- Producing reports to document trends in code of conduct violations, fare enforcement citations, and customer contacts.

TRANSIT SECURITY SPECIALISTS (TSS)

Transit Security Specialists (TSS) have specific security responsibilities, including monitoring employees’ compliance with Metro security procedures. TSSs must have full knowledge of security rules and procedures, and communicate them on an ongoing basis to encourage other employees to incorporate security practices into their daily work activities. TSSs have the authority and responsibility to enforce Code of Conduct, fare policies, and administrative policies. Specific responsibilities of TSSs include:

- Being alert and observant of the personal security of Metro passengers, employees, and the general public at stations, stops, and along Metro transit system routes.
- Managing security logistical deployments within assigned zones.
- Responding to security and emergency incidents.
- Reporting observations of new vandalism damage or graffiti to Dispatch.
- Providing leadership and direction to Metro employees during security incidents.
- Providing liaison with local or Transit Police Taskforce officers and assisting in crowd control, securing witness information, and providing general on-scene assistance, as may be requested.
- Making on-scene decisions about restricting or continuing operations due to a security incident, in coordination with law enforcement.
- Issuing warnings, exclusions, and citations for violations of Metro Code of Conduct and fare policies.
- Preparing and submitting internal Metro reports for security incidents in which they are involved or to which they respond.
- Collaborating with Transit Police Taskforce officers in fare enforcement missions.
- Following radio communication protocols for internal and outside agency talk groups.
- Patrolling park and ride lots and parking structures, monitoring appropriate use, and issuing warnings and citations for Metro Code parking violations.
- Patrolling the light rail alignment and bus routes, identifying, reporting, and responding to identified security breaches or vulnerabilities.

SECONDARY EMPLOYMENT POLICE

Metro, under an arrangement with the various law enforcement and sheriff departments, directly employs off-duty officers and deputies from the law enforcement/sheriff department agencies. The officers and deputies supporting police officers and deputies assigned to the Transit Police Taskforce and have the same role and responsibilities as those on the Taskforce (see Section 1.4 Law Enforcement and Security – Law Enforcement Partners).

The secondary employment police officer and deputy patrols are deployed under the direction of the Manager, Public Safety. Deployments are coordinated with the Transit Police Taskforce command staff.

SECURITY DATA ANALYST

The Security Data Analyst is responsible for providing objective analysis of crime and security data by:

- Reporting data related to transit crime and security incidents, and maintaining Metro's security information database.
- Working within Metro and with local and state law enforcement agencies to ensure the quality and timeliness of all security-related data for the Metro transit system.
- Preparing security reports for the FTA and the Missouri and Illinois state safety oversight organizations: the Missouri Department of Transportation (MoDOT) and Illinois Department of Transportation (IDOT).

INFRASTRUCTURE AND RISK COORDINATOR

The Infrastructure and Risk Coordinator is responsible for the overall management of infrastructure security strategy and implementation. Responsibilities include:

- Performing and coordinating security TVAs.
- Conducting CPTED reviews of Metro facilities.
- Participating in design reviews of proposed changes to Metro infrastructure, station, transit centers, and other Metro facilities.
- Developing and updating security design criteria for Metro capital projects.
- Managing the security certification process for capital projects.

ACCESS CONTROL COORDINATOR

The Access Control Coordinator is responsible for the overall management of the access control program for all Metro facilities. Responsibilities include:

- Coordinating security badging of Metro personnel and contractors requiring access to Metro facilities.
- Administering access change requests, including access for new hires, position changes and separations.
- Developing and overseeing the implementation of access control procedures.
- Administering the issuance of keys to Metro facilities.

SECURITY VIDEO SPECIALISTS

The Security Video Specialists are responsible for managing the closed-circuit television (CCTV) system and responding to CCTV requests from law enforcement agencies by:

- Working with Metro Public Safety Department and law enforcement partners to ensure the quality and timeliness of all Metro CCTV data requests.

- Processing CCTV surveillance video/image review, capture, and analysis from all Metro CCTV systems, to assist law enforcement agencies in transit crime investigations, apprehensions, and prosecutions.
- Ensuring appropriate and lawful chain-of-custody is maintained.

The Security Video Specialists review live video to monitor for:

- Security and other emergency incidents.
- Suspicious behaviors and activities.
- Platform overcrowding.
- Metro Code of Conduct issues.

The Security Video Specialists also support security missions, as requested, monitor the maintenance of the CCTV system, coordinate repairs for optimal performance, and support CCTV upgrades and expansions.

PUBLIC SAFETY DISPATCHERS

The Public Safety Dispatchers respond to passenger/public security text messages and passenger assistance telephone (PAT) calls from PATs located on MetroLink platforms. They also dispatch Transit Security Specialists, and notify police, sheriff, and emergency medical services, as needed.

1.2 OTHER DEPARTMENTS & POSITIONS COORDINATED WITH PUBLIC SAFETY

This section describes additional positions that interface with Public Safety.

EMERGENCY MANAGER

The Emergency Manager leads the development and implementation of Metro's emergency management programs, training, procedures, and drills and exercises, including:

- Developing and managing emergency management training for Metro managers, supervisors, and employees.
- Implementing and exercising Metro facilities emergency response and evacuation plans for building occupants at all Metro facilities. In collaboration with operations and department managers at each facility, implementing and sustaining facility-specific emergency teams, related emergency Standard Operating Procedures (SOPs), and training and exercise programs.
- Developing, implementing, and exercising Metro's Emergency Management and Preparedness Plans for response to winter operations, tornados, terrorist events, and evacuation operations, in coordination with first responder agencies throughout the Metro service area.
- Updating and implementing Metro's Emergency Familiarization Plan for bus and rail vehicle and infrastructure familiarization training for police, fire, and other emergency personnel.
- Developing and maintaining the Metro Continuity of Operations Plan.
- Preparing and submitting monthly security reports to federal and state regulatory agencies, as required.

- Preparing quarterly and annual security trends reports.

SAFETY DEPARTMENT

The Safety Department implements Metro's safety program and is comprised as follows:

- The Director of Safety is responsible for developing, implementing, and administering a comprehensive safety management system plan as it relates to bus and rail operations, fire protection, employee safety and health, and passenger safety.
- Transit Safety Specialists aid the Director of Safety in the implementation and monitoring of safety programs, procedures, regulations, and guidelines. The Safety Specialists conduct inspections and investigations to identify hazards and assist in the development of action plans to eliminate or control the hazards. Other duties include conducting safety audits, industrial hygiene surveys, hazard communication management, accident reviews, and employee safety training.

BUS AND RAIL OPERATORS AND MAINTENANCE PERSONNEL

Bus and Rail Operators and Maintenance personnel play an important role in security management, as they often are the first to be contacted regarding a security, medical, or other emergency incident. Operators and Maintenance personnel will receive training to:

- Determine when to call the Operations Control Center (OCC) for assistance.
- Respond to information or requests from passengers concerning security.
- Be alert and observant of the personal security of Metro employees, passengers, and the general public observed at MetroLink platforms, transit centers, bus stops, and along transit routes.
- Assume control of the scene of an incident, until the arrival of a Metro TSS, police, or fire/emergency medical services (EMS) personnel.
- Report all security and other emergency incidents to the OCC, including observations of new vandalism damage, such as graffiti.
- Provide written reports, as required.

1.3 COMMITTEES

This section describes the committees that advise Metro Public Safety.

BI-STATE DEVELOPMENT SECURITY SUB-COMMITTEE

The Bi-State Development Security Sub-Committee provides oversight and policy direction of security activities to its five enterprise areas, with particular emphasis on Metro transit operations.

METRO SAFETY AND SECURITY OVERSIGHT COMMITTEE

The Metro Safety and Security Oversight Committee extends the scope of safety and security programs management by assuring involvement and collaboration of all Metro departments in safety and security program development and implementation, and by advising on development and evaluation of the program.

Metro Safety and Security Committee meetings include reviews of:

- Safety and security incidents, as warranted.
- Proposed improvements in safety and security procedures, equipment, and training.
- Changes to Metro facilities, infrastructure, or operations affecting safety and security.
- Security information related to upcoming events in the region affecting the transit system.
- Trends in the Metro system crime data.
- Safety and security assessments of Metro operations and facilities.

Committee members also:

- Raise any concern regarding:
 - Safety and security management interactions, and
 - Deficiencies in safety, security, and emergency preparedness that require coordination among departments.
- Report on:
 - The status of corrective action plans, and
 - Safety and security performance and issues.

Committee membership includes:

- Bi-State Development/Metro
- Law Enforcement
 - St. Louis County Police (Transit Police Taskforce command staff representative)
 - Police Division, City of St. Louis (Transit Police Taskforce command staff representative)
 - St. Clair County Police (Transit Police Taskforce command staff representative)
- TSA
- State Safety Oversight Agencies
 - IDOT
 - MoDOT

1.4 LAW ENFORCEMENT AND SECURITY

This section describes Metro Public Safety's law enforcement and security partners.

LAW ENFORCEMENT PARTNERS

Metro has entered into intergovernmental agreements with St. Louis County Police Department, Police Division, City of St. Louis, and St. Clair County Sheriff for Transit Police services on MetroLink. These police officers and deputies comprise the Transit Police Taskforce. The officers and deputies assigned to the Transit Police Taskforce remain employees of their respective police jurisdictions.

Transit Police Taskforce command personnel actively participate in Metro's security strategy. They collaborate with the Metro Public Safety Department in developing and conducting targeted enforcement and apprehension missions on or affecting the transit system, in sharing and assessing security threat information and crime intelligence, and in integrating security strategies and transit

system operating strategies for major public or special events, such as major sporting events and Fair St. Louis.

Transit Police Taskforce officers and deputies enforce state and federal laws, city ordinances, and Metro's Code of Conduct. Their responsibilities include:

- Conducting high visibility patrols on MetroLink vehicles and property to enforce laws and ordinances.
- Responding to emergency security incidents and taking appropriate action.
- Liaising and assisting with law enforcement personnel throughout MetroLink service area.
- Developing and conducting targeted enforcement and apprehension missions on the MetroLink system.
- Leading critical incident reviews and investigations of misdemeanor and minor felony crimes.
- Conducting audits of security officer credentials and qualifications.

CONTRACTED TRANSIT SECURITY/SECONDARY EMPLOYMENT OFFICERS

Metro contracts for transit security services with a private security contractor and secondary employment officers. These officers form the base level of security on the Metro transit system, including rail vehicles, rail stations, bus transfer stations, and other areas of concern for Metro. They are coordinated with law enforcement and the Metro TSSs through the Metro Public Safety Department. Contract security positions include Transit Security Officers, Secondary Employment Officers and Fare Inspectors.

TRANSIT SECURITY OFFICERS

Transit Security Officers provide a uniformed, unarmed, professionally trained security officer presence at throughout the Metro transit system. Transit Security Officers are generally on-foot. Responsibilities of Transit Security Officers include:

- Providing fixed-post and roving security officer presence at Metro Transit Centers, MetroLink stations, park and rides, and on Metro vehicles (bus and rail).
- Intervening in minor infractions and disorderly conduct.
- Responding to calls for assistance.
- Enforcing and following Metro Code of Conduct, and safety and security policies and procedures.
- Observing and reporting criminal, suspicious activity, and quality of life issues.
- Controlling access of persons, vehicles, and other property at Metro facilities, locations, and property, as assigned.
- Discouraging unauthorized persons and activities that detract from safe access to transit.
- Assisting in maintaining orderly conduct in MetroLink vehicles, at MetroLink stations, and at transit centers.
- Responding, and acting as Metro's representative, to maintain order at an incident scene, pending arrival of TSS, police, or emergency response personnel.
- Assisting Metro during operational issues.

- Conducting security and hazard assessments and inspections of Metro operations and facilities, in accordance with provided procedures.
- Providing customer assistance to Metro passengers and the public.

FARE INSPECTORS

Fare Inspectors ensure compliance with fare collection policies through inspection of proof-of-payment. Fare Inspectors have the authority to issue citations, warnings, and exclusions. Fare Inspectors also provide an added layer of security presence on MetroLink platforms and vehicles. Fare Inspectors responsibilities include:

- Liaising with TSSs and Transit Police Taskforce officers to assist with crowd control and provide general on-scene assistance during a security incident.
- Reporting security incidents to Dispatch and requesting assistance, as warranted.
- Completing security incident reports.
- Identifying safety hazards and security issues.

GOVERNMENT COORDINATION

Metro coordinates with federal government agencies to ensure compliance with security regulations and for funding support, when available. Federal government agencies include DHS, Federal Emergency Management Agency (FEMA) and the Transportation Security Administration (TSA).

State government coordination includes MoDOT, the IDOT Multimodal Division, the Missouri State Emergency Management Agency (SEMA), and Illinois Emergency Management Agency (IEMA).

2 FARE ENFORCEMENT

Metro uses fare enforcement as a security tool, applying a number of strategies to enhance MetroLink security.

Transit Police Taskforce officers and contracted Fare Inspectors routinely ride MetroLink trains to check fares and deal with violators on a continuous basis with the ability issue citations, when appropriate.

Metro Public Safety Department and Transit Police Taskforce officers collaborate in identified problem locations to enhance security presence, deter inappropriate behavior, and increase fare compliance.

3 SECURITY RISK MANAGEMENT

The Strategy provides for a systematic and comprehensive process for identifying, mitigating, and managing security risks. The security risk management process is comprised of two main components:

- CPTED assessments and design.
- TVAs, which identify and assess threats, vulnerabilities, and security risks, and which recommend countermeasures to mitigate risks to a level as low as reasonably possible.

3.1 CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED is a crime prevention concept based on the theory that proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, as well as an improvement in the quality of life. It emphasizes the use of structures, spaces, open sightlines, lighting, and people around an area to deter crime and provide a sense of safety.

The four principles of CPTED are:

- **Access Control:** The physical guidance of people coming and going from a space by the thoughtful placement of entrances, exits, fencing, landscaping, and lighting. Access control relies on a combination of physical elements (e.g., barriers, portals, credentials) and policies (e.g., asset classification, credentialing) to operate properly.
- **Natural Surveillance:** The placement of physical features, activities, and people in such a way as to maximize safety.
- **Territorial Reinforcement:** The use of physical attributes that express ownership, such as fences, pavement treatment, art, signage, and landscape.
- **Maintenance:** Allows for the continued use of a space for its intended purpose. It serves as an additional expression of ownership and prevents reduction of visibility from landscaping overgrowth and obstructed or inoperative lighting.

CPTED concepts and strategies will be incorporated into MetroLink stations, transit centers, bus stops and other facility designs. Metro design criteria will be updated to reflect these concepts.

Periodic CPTED assessments will be conducted of current facilities and infrastructure to evaluate opportunities for improvement. Improvements will be made as funding becomes available.

3.2 THREAT AND VULNERABILITY ASSESSMENTS (TVA)

The inherently open nature of transit systems like Metro can be exploited by criminals or others to commit crimes, acts of violence, malicious and destructive acts, and disruptive behaviors. The security challenge is how to maintain an open and inviting environment that is easily accessible to the public while concurrently maintaining a level of security that prevents or minimizes, to the greatest extent possible, the occurrence of such acts. Key steps to deter, minimize, and prepare for criminal activities, destructive acts, and disruptive behaviors are designed to:

- Identify potential threats facing Metro;
- Identify vulnerabilities that may be exploited to carry out these threats;
- Analyze the potential impacts of each threat and vulnerability scenario; and
- Develop and implement corrective actions and countermeasures to prevent, deter, detect, and prepare for these events.

TVAs will be performed for each new significant capital project, whenever a new threat or vulnerability is identified, and for changes to the current infrastructure and significant service changes.

The TVA methodology that will be used for Metro supports an ‘All-Hazards Approach’ and incorporates diverse potential threat factors. Figure 4 illustrates the components of the methodology used for the TVA process, which are then defined further in eight steps.

Figure 4. TVA Process Components



- 1 **Asset Definition/Identification:** The first component of the TVA is the identification and evaluation of the assets within Metro. The goal is to identify the assets that are most important to the Metro transit system from an operational perspective and to prioritize protection of those critical assets.
- 2 **Define the Threats:** Defining the threat is the second component of the TVA and involves a three-step process:
 - a Identifying threat groups and developing specific potential threat scenarios.
 - b Defining the intent and capability of the potential threat actors.
 - c Assessing the level of threat based on intent and capability.
- 3 **Vulnerability Assessment:** The third component of the TVA is the vulnerability assessment. The purpose of the vulnerability assessment is to identify and evaluate specific vulnerabilities to identified threats. The process involves evaluating the ability of existing and planned countermeasures to deter, delay, detect, respond, or recover against the representative threat scenarios.
- 4 **Likelihood Evaluation:** Once the level of threat and vulnerabilities are assessed, the likelihood of realization of the threat can be assessed. This indicates how likely a threat is to be realized in the threat scenario being assessed.
- 5 **Consequence Evaluation:** The consequence evaluation determines the potential impact of a realized threat. This includes the impact to people, equipment, operations, finances, and reputation.
- 6 **Initial Risk Assessment:** The initial risk assessment evaluates the likelihood of a realized threat against the consequence of that realized threat to provide an evaluation of initial risk.
- 7 **Countermeasure Development:** Once the initial risk assessment is completed, mitigating design and operational countermeasures are identified with the goal of identifying and developing countermeasures sufficient to mitigate risk to acceptable levels. The TVA process and development of countermeasures will include Transit Police Taskforce, TSA, and appropriate Metro department representatives.
- 8 **Residual Risk Assessment:** Residual risk is the risk that remains should all of the mitigation strategies (both designed/physical and operational/procedural) be implemented. The level of residual risk is determined by re-assessing the vulnerability and risk levels for each threat scenario.

4 CRIME AND SECURITY DATA ANALYSES

The Metro Public Safety Department will be the central point for the collection, assessment, reporting, and recordkeeping of security data and information involving the Metro transit system. The Department will continually conduct analysis of the security database to detect trends and patterns of quality of life issues, such as disruptive behaviors occurring on the transit system, and fare enforcement activities and fare evasion issues. The Transit Police Taskforce; however, will be the responsible for the collection, analysis, and reporting of criminal activity on the MetroLink system. Analyses of data collected from all sources will provide the basis for deployment of police and security resources and aid in other security related decisions.

The Metro General Manager of Field Security will receive security threat and crime intelligence through TSA and the Transit Police Taskforce, respectively, for incorporation into security personnel resource deployments and tactics and in Metro operations orders, as warranted.

Security data and information inputs to the Metro Public Safety Department include:

- Security incident or breach reports from TSSs, Transit Security Officers, and Metro operating departments.
- Criminal trend and analysis reports involving the Metro transit system from the Transit Police Taskforce.
- Security complaints from the public and Metro customers.
- Special event service plans and information from Metro's operating departments, for assessment of security risks and incorporation of security strategies into the overall service plan for the special event.
- Security inspections and assessments of transit system facilities and operations by field security personnel and the Infrastructure and Risk Specialist.
- Security-related information from individual Metro employees and through Metro Safety and Security Committees.

In addition, Metro is a member of the Surface Transportation Information Sharing and Analysis Center, and monitors daily threat information reported by the Center.

The Transit Police Taskforce command members are provided transit-related police intelligence information from their respective jurisdictions and the Joint Terrorism Taskforce.

The Metro Public Safety Department will provide security data and information outputs to the following:

- **FTA's National Transit Database and MoDOT and IDOT** (in their role as FTA's State Safety Oversight Agency for Metro): monthly transit crime data.
- **Metro's Safety and Security Oversight Committee, Metro operations management, and executives**: transit crime, security, and fare enforcement data reports and trend analyses; security incident reviews and recommendations; security strategies for special event transit service or regional events affecting the Metro transit system; facility security assessments; and security program recommendations.
- **Metro facility security representatives**: security inspection and assessment reports of the facility that they represent.

5 SAFETY & SECURITY CERTIFICATION

Safety and Security Certification is the process for verifying the readiness of a system for public use. Metro will conduct security certification to ensure security concerns are adequately addressed prior to initiation of passenger operations for rail transit projects and for major modifications to the current transit infrastructure. Certification demonstrates that security requirements and countermeasures were integrated into the design, construction, testing, and start-up phases of a project.

Certificates of Conformance will be issued for Design, Construction, Integrated System Testing, and Operations and Maintenance elements as follows:

- **Design Certificate of Conformance:** issued once design satisfies all security requirements.
- **Construction Certificate of Conformance:** as-built system has been constructed/installed correctly.
- **Integrated System Testing Certificate of Conformance:** equipment and system are tested to ensure its functionality satisfies the security requirements.
- **Operations and Maintenance Certificate of Conformance:** support for the system—inclusive of applicable plans, procedures, training, and exercises—was developed and implemented.

Once all certifiable elements are certified, a Project Security Certificate of Conformance will be issued to indicate that, from a security perspective, the system is ready for use. Additional information on the Safety and Security Certification Process is contained in project Safety and Security Certification Plans, Metro Agency Safety Plan, and project Safety and Security Management Plans.

6 SECURITY AUDITS AND REVIEWS

Meeting Metro's Strategic Security Strategy performance objectives described in the Introduction section will be evaluated through internal and external audits and reviews. The external audits are to be performed by third parties independent of Metro security management and operations. External audits and internal reviews of each of the performance objectives will occur at least once year. Topics for audit and review will include fulfillment of Strategy objectives, adherence to Metro security procedures, employee security training, Sensitive Security Information management, and access control system management. All partner agencies that support the Metro Security program, including the Transit Police Taskforce members, will be included in the audit activities. Figure 5 provides an example of results from an external audit completed in Fall 2019 on Metro's security program². In addition to the external audits, Metro will participate in TSA's Baseline Assessment for Security Enhancement program.

² Note that the Metro Security Scorecard will be updated periodically as Metro continues to advance its security program. Figure 5 is provided as an example external audit; its contents are only applicable to the time period during which it was completed (Fall 2019).

Figure 5. Example of External Audit: Metro Security Scorecard (Fall 2019)



7 SECURITY STANDARD OPERATING PROCEDURES (SOPS)

SOPs guide performance and response to security and emergency events. Appropriate SOPs will be reviewed and evaluated as follows:

- Following a significant security or emergency event.
- During each drill and exercise.
- At least every three years.

The reviews will assess the effectiveness of the SOPs and any gaps that need to be addressed.

8 SECURITY SYSTEMS AND TECHNOLOGY

Metro Security Strategy incorporates the following security plans, physical design strategies, and networked systems that function synergistically to safeguard against and mitigate threats that may affect the transit system:

- Access Control
- Dispatch
- Passenger Information System
- CCTV System
- Passenger Assistance Telephone System
- Operations Control Center
 - Intrusion Detection
 - Supervisory Control and Data Acquisition (SCADA)
 - Voice and Data Radio System

8.1 ACCESS CONTROL

Metro will develop an access control management strategy, inclusive of access to MetroLink stations and to Metro non-public facilities, such as maintenance repair shops and vehicle storage yards. The development of an access key management plan will also be a component of controlling access to facilities and other infrastructure.

8.2 METRO DISPATCH

Metro Dispatch facilitates field communications between the Public Safety Department, contracted security services, and the Transit Police Taskforce. Dispatch is also responsible for monitoring Emergency and Passenger Assistance Telephones, responding to text messages from the public, monitoring CCTV for security and other emergency incidents, and coordinating requests for police and emergency services.

8.3 OPERATIONS CONTROL CENTER (OCC)

The OCC functions as the main control center for the Metro system; providing for the monitoring, management, and interaction with multiple systems, including:

- Integrated Voice and Data Communication System
- Passenger Information System
- Signal and Train Control System
- SCADA
- Traction Power System
- Tunnel Ventilation System
- Elevator Monitoring System
- Central Alarm Monitoring System
- Intrusion Detection and Access Control.

8.4 INTRUSION DETECTION AND ACCESS CONTROL

The Intrusion Detection and Access Control system is used to control and prevent unauthorized access or intrusion into security sensitive and private areas of the Metro system. The system will control access, monitor, and provide alarm notification for the following areas:

- Underground ancillary spaces, as required
- Equipment and storage rooms
- Emergency exits
- Emergency exit buildings
- Critical or high-security rooms (including signal rooms, communication rooms, and ventilation rooms)
- OCC and Dispatch facilities
- Utility Complexes and Traction Power Substations
- Any applicable high-risk areas as identified through the TVA

8.5 CCTV SYSTEM

Metro's CCTV System covers station platforms and bus and rail vehicle interiors. The CCTV system allows for viewing live and recorded images. Camera locations will be strategically assessed to ensure the views are clear, unobstructed, and not impaired by structures, signage, foliage, intense lights, or any other obstacles. New cameras will be placed to mitigate vandalism, tampering, and deliberate attempts to disable video surveillance.

8.6 SCADA

SCADA forms part of the overall communications systems and provides remote control and operational monitoring of electrical and mechanical systems throughout the Metrolink mainline. The SCADA system will provide monitoring and control of the Metrolink system and support systems. The system is comprised of redundant servers with operator workstations providing graphical and text-based monitoring and supervisory control of stations, traction power systems, tunnel systems, and tunnel ventilation. The system also provides remote monitoring and alarm handling for the distributed communication systems across the line, provides the interface between the signaling and train control system and communications system, and serves as the data manager for interfaces between key communication systems.

8.7 PASSENGER INFORMATION SYSTEM

The Passenger Information System broadcasts audible and visual messages to passengers and personnel train platforms. The Passenger Information System can queue audio announcements and corresponding text displays based on their level of urgency and target zone. Microphones located in locked cabinets or secure areas in underground stations may be used by authorized users to make local announcements.

8.8 PASSENGER ASSISTANCE/EMERGENCY TELEPHONE

Each Passenger Assistance/Emergency Telephone device is located within view of a CCTV camera to allow Passenger Assistance/Emergency Telephone calls to be viewed by Metro Dispatch through CCTV video. Passenger Assistance/Emergency Telephones feature a customer information button and an emergency call button. Passenger Assistance/Emergency Telephones are monitored by Metro Dispatch.

8.9 TEXTING COMMUNICATIONS

Metro has contracted for texting system services that allow Metro passengers to use their mobile phones to send text message reports of suspicious or criminal activity or other security concerns to Metro Dispatch. The service permits two-way communications, allowing Metro Dispatchers to communicate with passengers and solicit additional information, as needed.

8.10 NON-PASSENGER EMERGENCY TELEPHONES

Non-passenger emergency telephones are integrated into Blue Light Stations that are located at tunnels portals and in tunnels for use by emergency personnel, per National Fire Protection Association 130 requirements. The non-passenger emergency telephones are monitored by the OCC.

8.11 VOICE AND DATA RADIO

The Voice and Data Radio Systems support communication along the length of the rail alignment and buses. The system supports mobile handheld and non-revenue vehicle radios, and bus and rail vehicle radios. An underground Distributed Antenna System provides radio coverage in the underground tunnel and within stations.

9 TRAINING AND AWARENESS

Training and awareness are key to successful implementation of the Strategy by enabling security to be the responsibility of everyone who come in contact with the Metro transit system.

9.1 EMPLOYEE

Security awareness training will be provided to Metro employees and adapted as needed based on lessons learned or changes in the security environment.

Metro front-line employees, maintenance personnel, and most agency staff receive relevant security awareness training. Metro procedures supporting security are embedded in Metro's SOPs pertaining to emergency operations, communications, and response. Since training on SOPs and Rulebooks applicable to respective employee jobs is the core element of operations training for the respective jobs, it also serves as a primary mechanism for security training for all front line employees.

Security awareness is also part of orientation training for all Metro new-hire employees. Those working in non-front line positions are given training on Metro's H-O- T principles as a reminder that all employees play a role in security.

9.2 EMERGENCY RESPONDER

Emergency responder training will be provided to familiarize responders with the inherent hazards with transit operations and the emergency system on transit vehicles and within the rail infrastructure.

9.3 PUBLIC OUTREACH

Periodic public outreach campaigns will be conducted to educate the public in keeping themselves and their belongings and vehicles safe and secure. Additionally, 'See Something Say Something' promotions will be used to heighten the public's security awareness.

10 EMERGENCY MANAGEMENT AND DRILLS AND EXERCISES

Detecting, coordinating, communicating, and responding to emergency situations quickly and effectively are crucial to mitigating or reducing their negative impacts. As such, to properly prepare for emergencies, Metro will develop an Emergency Management Plan (EMP) and Emergency Preparedness Plan (EPP). The plans are compatible with St. Louis metro region emergency planning.

As part of the EMP and EPP, single- or multi-agency drills and exercises will be used to test the elements of the Strategy, EMP, and EPP. After-action reports will be generated for all drills and

exercises to record outcomes, lessons learned, and actions to be taken to improve security and emergency preparedness.

The objectives of conducting drills and exercises are to:

- Raise awareness about the impact of any emergency event, including security incident.
- Increase understanding of all participants' roles and responsibilities.
- Determine whether plans and procedures adequately address anticipated incidents.
- Identify improvements in emergency management, emergency preparedness, and security strategies and procedures.
- Promote advance planning.
- Raise awareness of intangible elements, such as the impact of individual backgrounds and experience on decision-making processes
- Verify security and emergency management-related training is adequate and appropriate for the tasks to be performed by Metro staff in both normal and emergency response environments.
- Allow for critiques, lessons learned, and potential gaps to be shared and reviewed by stakeholders, and incorporated into updates of the Security Program Plan and other security documents.
- Ensure threats, vulnerabilities, and open issues have been resolved.
- Ensure all known comments and issues concerning training and drills that impact safety or security have been satisfactorily resolved.
- At least one security related drill or exercise is held at least annually.

NEXT STEPS

By establishing the overarching framework for effective security of the Metro transit system, this Strategy provides strategic direction for development of Metro's Security Program Plan (Plan). The Plan is a formal document that will describe the tasks and resources necessary to implement an effective security program at Metro. In other words, this Strategy defines the "what" and the Plan will detail the "how."

The Plan will advance Metro's Strategy and Transit Security Vision by:

- 1 Defining the Metro security system.
- 2 Establishing organizational responsibilities and levels of commitment.
- 3 Explaining how threats and vulnerabilities will be identified, assessed, and addressed.
- 4 Describing plan milestones and how the plan will be implemented.
- 5 Clarifying plan integration and interface with other internal and external organizations and activities.
- 6 Detailing how the plan will be evaluated and modified.

The Security Program Plan will be an internal document protected as Sensitive Security Information (SSI)³ due to the type of information and level of details it contains.

³ SSI is defined by and controlled under 49 CFR parts 15 and 1520. Although SSI is not classified information, is information that, if publicly released, would be detrimental to transportation security. There are specific procedures for recognizing, marking, protecting, safely sharing, and destroying SSI. Only persons with a "need to know" are authorized to access SSI and have special obligations to protect SSI from unauthorized disclosure.

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