

**BI-STATE DEVELOPMENT
SECURITY SUB-COMMITTEE MEETING
OPEN SESSION MINUTES
February 25, 2020 3:30 PM
(Amended & Approved: May 14, 2020)**

Sub-Committee Members in Attendance

Rose Windmiller, Co-Chair
Vernal Brown – via phone
Fred Pestello – via phone

Herbert Simmons, Co-Chair
Derrick Cox
Irma Golliday – absent

Other Commissioners in Attendance

Constance Gully – absent
Aliah Holman – absent

Terry Beach
Justin Zimmerman – absent

Staff in Attendance

Taulby Roach, President and Chief Executive Officer
Lisa Stump, Lashly Baer
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
Larry Jackson, Executive Vice President Administration
Jim Cali, Chief Audit Executive
Patti Beck, Director of Communications
Angie Staicoff, Senior Internal Auditor
LaSilvia Franklin, Financial Analyst & Administrator
Kelli Fitzpatrick, Senior Internal Auditor
Sally Bender, Internal Auditor PT
Kent Swagler, Director of Corporate Compliance and Ethics
Jerry Vallely, External Communications Manager
Chris Poehler, Assistant Executive Director Engineering Services
Ted Zimmerman, Vice President Marketing & Communications
Paulette Koons, Brand Engagement Manager
Charles Stewart, Executive Vice President Organizational Effectiveness

Others in Attendance

Lurae Stuart, WSP
Elliot Davis, Fox News

1. **Open Session Call to Order**
3:34 p.m. Chair Simmons called the Open Session of the Bi-State Development Agency, Security Sub-Committee Meeting to order at approximately 3:34 p.m.
2. **Roll Call**
3:34 p.m. Roll call was taken, as noted above.
3. **Public Comment**
3:34 p.m. Chair Simmons noted that no speaker cards were presented.
4. **Approval of the Minutes of the January 8, 2020 Security Sub-Committee, Open Meeting**
3:34 p.m. The minutes of the January 8, 2020 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 Brown. Commissioner Pestello abstained from the vote. **The motion passed.**
5. **WSP Security Plan Presentation**
3:35 p.m. Commissioner Cox noted that page 3 of the minutes from the January 8th Security Sub-Committee Meeting noted that there would be an approval of, and vote on, the final plan. He stated that he had sent an e-mail to Commissioner Windmiller, asking that the plan be broken down into sections, for that vote. [Commissioner Windmiller stated that she did not receive an e-mail from Commissioner Cox.](#) He stated that there are parts of the plan that he supports; however, there are other parts of the plan that he does not support, and he feels that being able to vote of individual parts of the plan would be more appropriate. Commissioner Cox also posed the question of how Bi-State Development can hold a signing ceremony for the plan, without an endorsement of the plan by the Board of Commissioners. Commissioner Cox made a motion that the plan be broken down into sections, after Ms. Stuart's presentation today, for separate votes, to be forwarded to the full Board for final approval. The motion was seconded by Commissioner Brown.

President and Chief Executive Officer, Taulby Roach, stated that several portions of the plan have already been implemented, including several contracts which have received approval, through a vote of the full Board of Commissioners. Mr. Roach stated that objections were not voiced during the approval of those contracts. Commissioner Windmiller stated that the full Board has seen and discussed the full report, in both Open and Executive Session meetings. She stated that she does not feel it is in the best interests of the organization to pull sections of the plan for separate votes. Commissioner Cox stated that he would rescind his motion, until the conclusion of today's presentation by Ms. Stuart. Commissioner Cox rescinded his motion, and Commissioner Brown rescinded her second to the motion.

Ms. Lurae Stuart, WSP, provided a presentation to the Sub-Committee regarding the Metro System Security Strategy, noting that the goal of Phase 2 is to implement and expand upon the security planning and policy recommendations from Phase 1, with a more comprehensive focus on the entire Metro transit system. She noted that this phase included a review of the security vision and objectives, and all hazards training and workshops to develop a security strategy that makes sense for St. Louis. In addition, she noted a focus on restoring the fractured relationships with some of the partners that had existed in the past. It was noted that a signing ceremony for the Security Strategy will be held tomorrow, with all of the partners. Ms. Stuart stated that the

“major activities” identified in the Security Strategy include: Security (the rate, perception of and vulnerability to crime); Fare Enforcement; Security Awareness & Involvement, and Systems Approach (identifying and assessing security threats by optimizing human resources, procedures, technology and equipment, facility design and improvements, and partnerships to maximize security effectiveness).

Ms. Stuart stated that the Security Plan itself will be the tactical operations plan for security. She stated that the major components of that plan will include: Management & Accountability, Security Planning, Fare Enforcement, Security Risk Management, Crime & Data Analysis, Safety & Security Certification, Security Reviews & Audits, Security Incident Investigations and Notification, Security Standard Operating Procedures, Security Systems & Technology, Training & Awareness, and Emergency Management Drills & Exercises. Ms. Stuart reported that the Security Plan will be a confidential document, which is security sensitive and will not be released to the public. It is anticipated that the Security Plan will be completed this week, and it will be updated as needed, under the State Safety Oversight (SSO) Program.

Ms. Stuart noted that, in the past, there has been a lot of “policing” with regard to the transit system; however, there has not been a lot of “security”. She stated that the Metro system had been operating with over 200 armed security, which is 2 to 4 times the national average, and she provided peer comparisons regarding this issue. She noted that, moving forward, Metro Transit will be using a layered security system as follows:

- Facility design that supports security (CPTED), plus
- Assessment of security risk to determine priority strategies, plus
- Visible security staff that support “see & be seen” and who engage with passengers, plus
- Technology that acts as a staff multiplier (texting, CCTV, access control), backed by
- Local law enforcement to respond to incidents, supported by
- State and Federal security agencies to provide threat information.

She stated that the process for security will follow the procedure of: deter, delay, detect, respond, and recover. She also reviewed the way in which research and information will be used in the security plan, including training recommendations for security partners, all hazards approach to transit and rail safety, workshops, deployment strategies, roles & responsibilities, and table top exercises.

Ms. Stuart noted that Metro Transit has been implementing changes in accordance with the recommendations, since last March, which include:

- 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

Commissioner Cox stated that there were several statements that noted “focus on the rider”, and he agrees with that. He asked if the studies indicate that more riders on the system makes the system safer. She stated that there is a correlation. Commissioner Cox posed questions regarding page 6 and 7 of the presentation, with regard to firearms. Ms. Stuart clarified that Metro Transit, compared to its peers, has had four to five times the number of security on its system, and all were armed. She also clarified that she did not say that the number of firearms were the “problem”; but firearms are not the “solution”. She added that, although all security were armed, the riders still did not feel safe. She pointed out that, with the other five peer groups, only the police were armed, and the riders felt safe. Commissioner Cox stated that riders have indicated to him that if security is not armed, they will not ride the system. He referred to page 6 of the presentation and asked if we focused on the problems of lack of engagement with passengers and lack of strategic deployment and fixed posts, could we leave all of the security armed. Ms. Stuart stated that we are focusing on giving security the right tools for the job. The goal is to have security deescalate situations, where firearms are not needed. She stated that she is not opposed to having firearms as part of the system, but they should play a very specific role, and in her opinion should only be in the hands of law enforcement, who have had extensive training in their use. Commissioner Cox stated that he does not understand why we cannot have security guards who are engaging with passengers, but are armed, in the event that a situation escalates. Commissioner Cox stated that he is in favor of breaking the plan down into specific areas, where the Board can vote on whether they agree or disagree with certain aspects of the plan, instead of the plan as a whole. Ms. Stuart stated that this is a layered approach that are interdependent upon one another. She stated that she was hired to make recommendations; all security are currently armed, and it is not effective. She is recommending that the system try something different than what it has been doing, and let the data determine the success of the plan.

Commissioner Simmons asked if the other partners are on board with this model, including our security team, as well as our law enforcement partners. Ms. Stuart indicated that they are all in agreement, including all Police Chiefs involved, that the law enforcement team should be the only armed force.

President & CEO Roach stated that staff is attempting to bring the Security Strategy to a vote of the full Board, at the request of Commissioner Cox; however the Security Plan itself includes complicated contracts with our Police partners, and with contract security, and all of those contracts have been brought to Board and have received unanimous votes for approval. He stated that, as CEO, he has been tasked with negotiation of key aspects of this plan with our partners, specifically with East-West Gateway and law enforcement partners. He stated that the main focus recently has been field security, and will be shifting into a focus on systems security. Mr. Roach noted that, as referenced by Ms. Stuart, this plan will need to be revised as we go, as we see fit, and as we move through the SSO portion. He stated that this plan is not “cast in concrete”, never to be changed, and he hopes that addresses any concerns that had been expressed by Chief Audit Executive, Jim Cali. Commissioner Cox asked why wait to address the concerns expressed by Mr. Cali, when they could be addressed today. Commissioner Windmiller noted that Mr. Cali had sent an e-mail to the Board, regarding a concern to allow the Internal Audit

Department to oversee a third party audit. Mr. Cali stated that is correct. He noted that, in section 6, WSP has included some language that is contradictory to SSO standards, the way they are currently operating. Mr. Cali clarified the issue for the Committee. Additional discussion was held regarding this issue. Ms. Stuart stated that the issues noted are contained in the Security Strategy, which was negotiated with Metro Transit's partners, not the Security Plan, which will contain the specific direction with regard to SSO. She noted that the Plan is not finalized at this point. President & CEO Roach stated that he has a ton of respect for Mr. Cali and his audit department; however, he feels that these issues should be discussed at a staff level, and they are not appropriate to be discussed in detail at this meeting today.

Commissioner Pestello thanked Ms. Stuart for today's presentation, and stated that he feels it was very well done. Commissioner Beach agreed with Commissioner Pestello's comments.

Commissioner Simmons asked if there is anything regarding the approval of the Security Strategy that would stop the discussion of the items that Mr. Cali has brought forward. Ms. Stewart stated that they would look at the issues and language that has been suggested and discuss these issues on Thursday, to see how this could be incorporated, while being cognizant of the agreement that has been made with the County and the City. She stated that she will make sure that this is also addressed in the Security Plan.

Commissioner Cox made a motion that the security plan, which is before the Committee today, be broken out into two areas, to be forwarded to the full Board for a vote. Chair Simmons asked if there was a second; being none, Chair Simmons stated that the motion died for lack of a second.

6. General Law Enforcement Contracts – Update

4:47 p.m. Stephen Berry, General Manager Public Safety, noted that all three contracts (St. Louis County, St. Louis City, and St. Clair County) have been updated, approved and executed. He noted that Kevin Scott, Director Public Safety, and Vernon Summers, Manager Contract Security, are in attendance at today's meeting, should the Board have any questions.

Commissioner Cox stated that he has respect for all three of these staff members, and commended them for their work. Commissioner Cox asked for clarification of the number of officers that will be provided by each jurisdiction, and asked how many of those will be actually riding the system, as opposed to having "desk jobs". It was noted that 8 Police Officers will be provided by the City of St. Louis, 44 by St. Louis County, and 15 by St. Clair County. Stephen Berry stated that all of the officers will be riding the system. Commissioner Cox asked if this will be more officers than is currently used, and Mr. Berry noted that it is the same number that is currently utilized.

Commissioner Cox asked who made the decision to hire G4S for the Contract Security. Mr. Berry noted that a panel of 5 individuals scored each of the proposals submitted, and the top 2 proposals proceeded, based off of those scores. Commissioner Cox asked if the panel was aware of the negative articles regarding G4S, during the selection process. Mr. Berry noted that the articles referenced, were published after the decision had been made. He noted that this issue is on the agenda for discussion under agenda Item #8 today, but he could go ahead and address some of these questions now, if the Committee agrees. He stated that G4S is a large company that is involved with many different types of security services, and he noted that the material that was published regarding G4S, had nothing to do with their transit security services. Mr. Berry

reported that phone calls were made to other organizations who contract with G4S for transit security, and no concerns were noted. Commissioner Cox stated that the Board was not made aware of the pros and cons of any of the companies being considered. Commissioner Windmiller stated that, if a Board member has questions during the vetting process, they are welcome to pose those questions, and noted that the Board had ample time to express any concerns, and to have those concerns addressed by staff. Commissioner Cox noted that the Board was not involved in the final selection. Commissioner Windmiller noted that staff went through a vetting process with each of the applicants, and provided a recommendation to the Board, along with the background information from the process. She stated that this Board does not just “rubber stamp” items, and they have ample opportunity to pose questions during the process; however, the Board does rely on staff review in making decisions. Commissioner Simmons stated that he agrees with Commissioner Windmiller’s assessment. He stated that the Board must be able to rely on its staff on these issues.

Vernon Summers stated that, with regard to the transitioning process, Metro Transit has been communicating with G4S daily on the process regarding the changeover, as well as their hiring process.

Stephen Berry stated that one of the main areas of concern has been the re-hiring of any Securitas staff. Mr. Summers noted that only 30-40% of Securitas staff is being used, and the supervisor role has changed significantly and additional supervision has been added.

7. Secondary Law Enforcement – Memorandums of Understanding

4:58 p.m. Kevin Scott, Director Public Safety, noted that Metro Transit is under 3 separate agreements for secondary law enforcement. He stated that we are currently under a secondary MOU in St. Clair County, a secondary MOU with St. Louis City and with St. Louis City Sheriff’s Department, and we currently staff 3 St. Louis City Police Officers and are preparing to onboard additional St. Louis City Police Officers under a secondary contract as well.

8. New Security Contract – Transition to G4S Progression Update

(This item was previously discussed under Item #6.)

9. Rider Code of Conduct

5:00 p.m. Stephen Berry, General Manager Public Safety, noted that staff has been working with the Marketing Department regarding development of a strategy for the implementation of the new signage, and signage is ready. President & CEO Roach will supply a draft of the signage to the Board of Commissioners, electronically.

10. Ride and Abide Policy – Update

5:02 p.m. Kevin Scott, Director Public Safety, stated that WSP is assisting staff in working through revisions to this policy. He noted that, once completed, the document will go to TAWG for review, and it will then be brought before the Board for approval. Stephen Berry, General Manager Public Safety, noted that staff should have a clean copy of the draft by the end of this week. President/CEO Roach stated that he anticipates that the draft “Ride and Abide Policy” will be coming before the Board for review in June; however, once the “Code of Conduct” is finalized, it will be put in place immediately, as it is an operational document, rather than a “policy”.

11. Motion to move Executive Session

5:04 a.m. Chair Simmons requested a motion to allow the Committee to move into closed session as permitted under Bi-State Development Board Policy, Chapter 10, Section 10.080, (D) (1) – Legal, (D) (2) – Personnel, and (D) (10) – Security.

A motion to move into Executive Session was made by Commissioner Windmiller and seconded by Commissioner Cox. A roll call vote was taken as follows:

Rose Windmiller – yea	Herbert Simmons – yea
Vernal Brown – yea	Derrick Cox – yea
Fred Pestello – yea	Terry Beach – yea

Motion passed unanimously, and the Committee moved into Executive Session at 5:05 p.m.

12. Reconvene to Regular Meeting

Commissioner Pestello left the meeting at approximately 5:32 p.m.

6:01 p.m. The Committee reconvened to the Regular Meeting at approximately 6:01 p.m. Chair Simmons asked for a motion to approve the minutes of the October 29, 2019 Security Sub-Committee, Executive Session Meeting, as presented, as a closed record. The motion was made by Commissioner Cox and was seconded by Commissioner Windmiller. The poll of the Board being:

Rose Windmiller – yea	Herbert Simmons – yea
Vernal Brown – yea	Derrick Cox – yea
	Terry Beach – yea

Motion passed unanimously.

Chair Simmons asked for a motion to approve the minutes of the November 18, 2019 Security Sub-Committee, Executive Session Meeting, as presented, as a closed record. The motion was made by Commissioner Windmiller and was seconded by Commissioner Cox. The poll of the Board being:

Rose Windmiller – yea	Herbert Simmons – yea
Vernal Brown – yea	Derrick Cox – yea
	Terry Beach – yea

Motion passed unanimously.

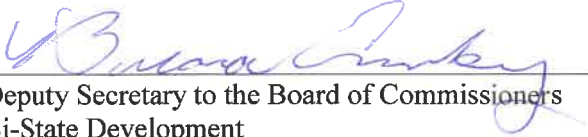
Commissioner Windmiller made a motion to recommend to the Board of Commissioners that the WSP Plan be approved. The motion was seconded by Commissioner Brown. The poll of the Board being:

Rose Windmiller – yea	Herbert Simmons – yea
Vernal Brown – yea	Derrick Cox – nay
	Terry Beach – yea

Motion passed by a vote of 4 – yea; 1 – nay.

12. Adjournment

6:03 p.m. Chair Simmons asked if there was any further business; being none, Commissioner Brown made a motion to adjourn the meeting. The motion was seconded by Commissioner Windmiller. Unanimous vote in favor taken. Motion passed, and the meeting was adjourned at approximately 6:03 p.m.



Deputy Secretary to the Board of Commissioners
Bi-State Development