# 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.

# PHASE 2: METRO SECURITY VISION AND OBJECTIVES

## METRO TRANSIT SECURITY VISION AND APPROACH

**Comprehensive Security Program**
- Integration Across all Teams and Operations (internal and external)
- Regulatory Compliance
- Industry Best Practice
- Security Risk Management
- Security Reviews and Audits
- Communication Strategy

**FUNCTIONS**
- Structural plan defining path forward
- Integration of security into all capital projects
- Strategic deployment
- Defined security metrics
- Security design standards
- Strengthen relationships with oversight agencies (TSA, SSO, etc.)
- Perceived secure environment

**Defined Roles, Responsibilities, and Partnerships**
- Security staff
- Law Enforcement
- Contracted Security
- Emergency Management, Safety, and Operations
- Management
- Clear Communication of Roles, Responsibilities, Contracts, etc.

**FUNCTIONS**
- Defined roles and spheres of influence
- Policies and procedures
- Oversight / supervision
- Accountability
- Appropriate training
- Clear jurisdictional boundaries and requirements
- Contractual agreements

**SECURITY VISION**
*of Customers, Employees, and the Public*

**Effective Security Personnel / Police**
- Trained, Competent Transit-specific Security/Community Policing
- Strategic Security Staff Deployment
- Appropriate Incident Response

**FUNCTIONS**
- Customer service focused
- Collaborative partnerships
- Training programs
- SOPs / post orders
- Ops plans for special events, occurrences, etc. (E.g., strikes)
- Dispatch processes and procedures, including street-level, plain-clothed team trained to de-escalate

**Strategic Community Engagement and Support**
- Community Ownership of Metro System
- Consistent Messaging and Unified Voice
- Communication strategy

**FUNCTIONS**
- Strategic, proactive engagement of employees, customers, media and the public across all mediums including text, in-person, phone, social media, email, online, etc.
- Customer service that supports security objectives
- Methods for customer input and response that are actively managed

**Informed Security**
- Understanding Threats & Vulnerabilities
- Data-Sharing with Security Partners
- Data-Collection Strategies & Policies
- Security Technology

**FUNCTIONS**
- TVA/CPTED evaluations
- Data collection and management
- Data trending
- After Action meetings/reports, processes, procedures, documentation
- Consistent reporting to TSA, FTA, public, and media (as applicable)

**Rules Compliance**
- Fare Policy
- Code of Conduct
- Policies that Support Rules Enforcement
- Clear Communication of Rules

**FUNCTIONS**
- Cohesive fare enforcement
- Consistent code of conduct enforcement
- Rules enforcement training for security personnel
- Technology that supports enforcement (CCTV, hand-held fare inspection scanners, etc.)

Metro

# 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)*
  - *Defines roles and responsibilities for each staff component*
- 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

# Peer Comparisons – Security Personnel

Findings from the Phase 1 Security Assessment:

- St. Louis has enough security personnel
- Peer agencies **do not arm** Contracted Security
- Staffing was not the problem. The lack of a strategy and layered, coordinated effort was.

**RED = ARMED**

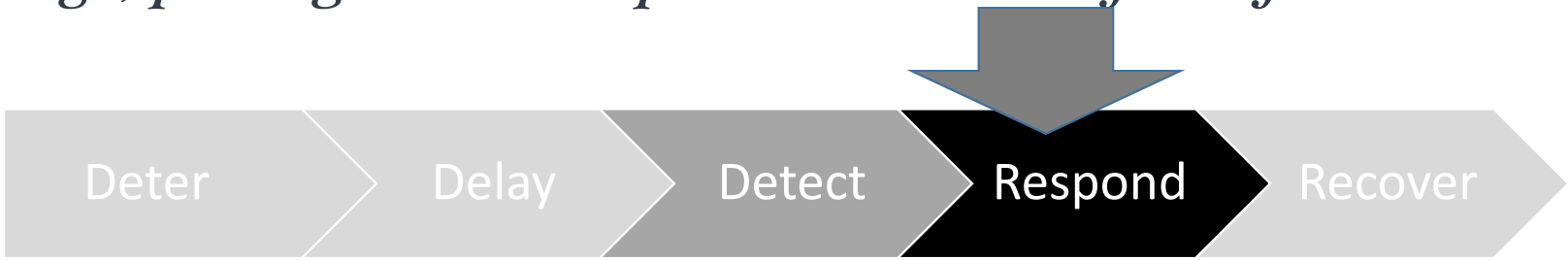
| | St. Louis | TriMet | Sacramento | Metro Minn | King County | DART |
|---|---|---|---|---|---|---|
| Law Enforcement | **67** | **68** | **27** | **141** | **77** | **242** |
| In-House Security | **53** | 2 | 0 | 0 | 4 | 0 |
| Contracted Security | **115** | 37 | 98 | 90 | 92 | 30 |
| Totals | **235** | 107 | 125 | 231 | 169 | 272 |
| Annual Boardings (millions) | 13.6 | 99 | 22.3 | 83 | 86 | 67.2 |
| Police/Security per Million Boardings | 17.3 | 1.1 | 5.6 | 2.8 | 2.0 | 4.0 |

Note: Data from 2018 "Current Conditions Report"

# Pre-2018: It Wasn't' Working

- Lots of "policing" with armed staff – responding and hunting the bad guys
- Armed security staff without direction or purpose
- Lack of engagement with passengers
- Lack of strategic deployment – fixed posts

- **Metro had over 200 armed security and police, 2-4 times the national average; *passengers and the public still did not feel safe***



# Moving Forward: Layered Security – Back to Basics

- Building layers of security
  - *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.*

*Guns are NOT security. If you need a gun, security has failed.*

# Research and Information

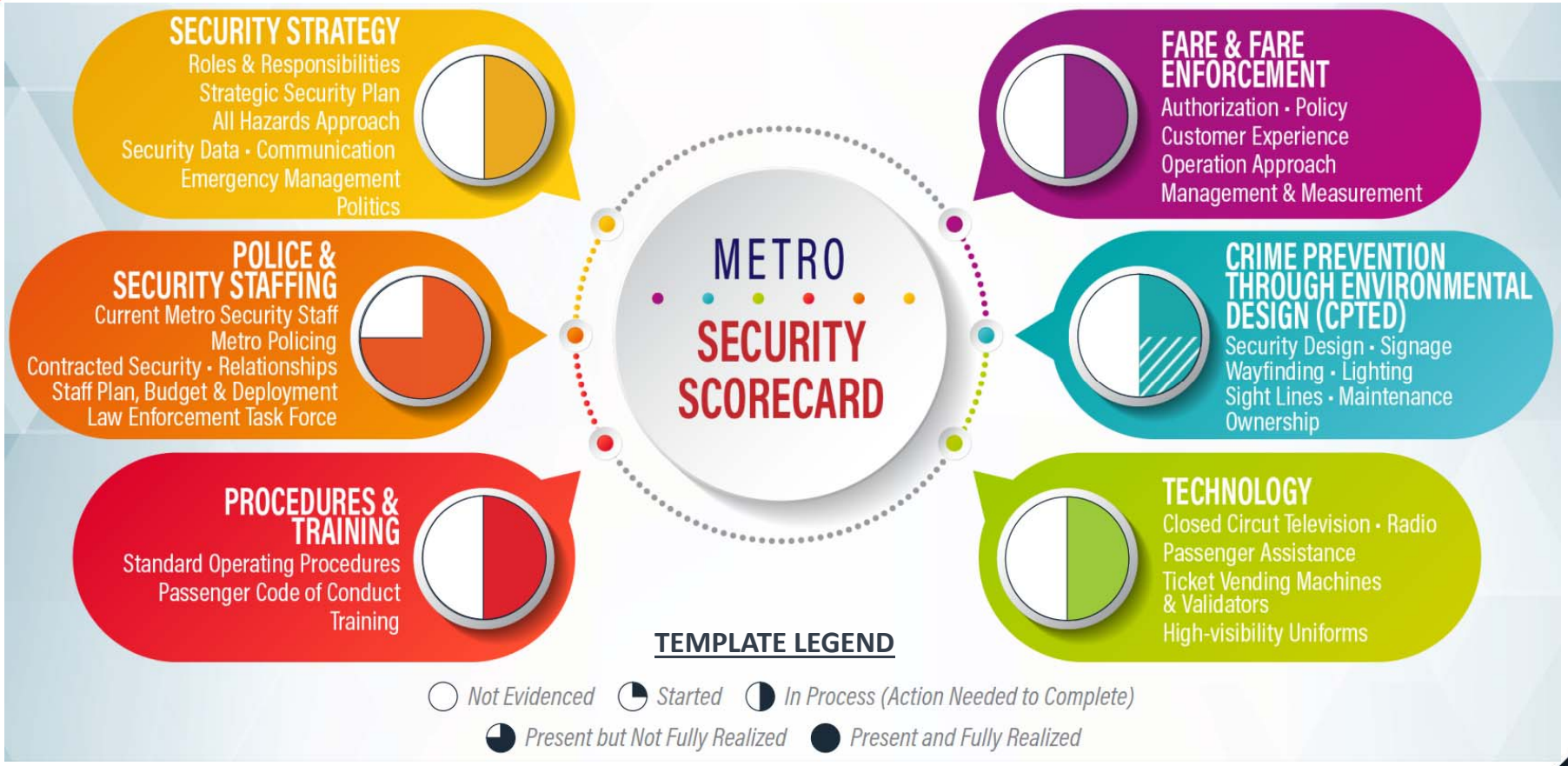
- Research & White Papers:
  - *Training Recommendations for Security Partners*
  - *All-Hazards Approach to Transit/Rail Safety*
    - Combines safety, security & emergency management, coordinated within an organization to enhance system safety, including public safety
- Workshops:
  - *Data Coordination*
  - *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