MetroLink, the 46-mile long light rail system in St. Louis, Missouri, is owned and operated by Metro Transit under the Bi-State Development Agency. It has been in operation since July 1993 and carries 46,180 passengers daily.

Responding to several violent episodes, the City of St. Louis, St. Clair County, St. Louis County, and Bi-State signed a Memorandum of Understanding outlining a plan to improve MetroLink security in cooperation with law enforcement.

The project’s scope has evolved into a comprehensive assessment of the overall security at MetroLink stations and aboard MetroLink trains.
Project Team

East-West Gateway
Council of Governments

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System Security
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CONTRACT TASKS

- Project Management & Administration
- Stakeholder Engagement & Partner Collaboration
- Inventory & Assessment of Existing MetroLink System
- Safety & Security Best Practices
- Recommendations & Implementation Plan
Key Terminology

- **Safe** – freedom from *unintentional* harm to people, equipment, reputation
- **Secure** – freedom from *intentional* harm to people, equipment, reputation
- **Hazard** – real or potential condition that can cause injury, illness, death, damage
- **Threat** – any intentional action with the potential to cause harm in the form of death, injury, destruction, disclosure, interruption of operations, or denial of services
- **Vulnerability** – any weakness, flaw or condition that allows and/or can be exploited, for the successful realization of a potential threat against the system and its assets
- **Risk** – likelihood + severity (consequence) of a realized threat
- **Acceptable Risk** – when further risk reduction measures will not result in significant reduction of risk
Risk Acceptance

The key for the Council and Partners is establishing exactly what is meant by acceptable or tolerable risk.

The expression “acceptable risk” usually, but not always, refers to the level at which further risk reduction measures or additional expenditure of resources will not result in significant reduction of risk” – ANSI B1.0 - 2010

**Risk acceptance is a policy decision that must be owned & embraced by the system, as a whole, not individuals within the system**

**Risk acceptance is defined within the Security Risk Management Process**

**KEY POINT**

“Accepting” a risk does not mean the risk is eliminated

- “Residual risk” still remains
- Remaining risk is sufficiently low to be outweighed by the benefits of the existing operation
Risk-Based Hazard Management

- **Risk Identification**
  - Identify Assets
  - Determine Threats
  - Identify Vulnerabilities

- **Risk Analysis & Evaluation**
  - Vulnerability Analysis
  - Threat Likelihood Determination
  - Security Incident Consequence Analysis
  - Determine Risk
  - Identify Controls
  - Determine Residual Risk

- **Acceptable Risk**
  - Yes? Continue
  - No? Return to the Identification of additional controls
Project Overview & Approach
WSP Security Assessment Approach

- MetroLink Inventory
- Security Staffing Assessment
- Fare System Analysis
- Threat & Vulnerability Assessment
- Peer Transit Agency Review / Best Practices
- Stakeholder Engagement / Collaboration

• Recommendations
• Implementation Plan
**Stakeholder Engagement & Partner Collaboration**

**Stakeholder Engagement Plan**
- Stakeholder contacts
- Engagement database
- Activities to engage stakeholders (surveys, workshops)

**Stakeholder Activity Facilitation & Media Messaging**
- Facilitation of activities to engage stakeholders
- Taking input and providing feedback about the project
- Developing public-facing messaging and media-relations

**Security Risk & CPTED Training**
- Customized security risk and CPTED Training to emphasize the risk based approach to system security
- Scheduled for June 28th
Inventory & Assessment of Existing MetroLink System

**MetroLink Inventory**
- Inventory of current security conditions
- Physical assets, procedures, staffing, relationships

**Security Staffing Assessment**
- Current state of security staffing
- Effectiveness and efficiency
- Challenges and needs
- Performance measures

**Fare System Analysis**
- Effectiveness of the fare enforcement program
- Equity of fare enforcement program

**Best Practices / Peer Review**
- Peer review by transit / rail staff from comparable agencies
- Best practice review

**Threat & Vulnerability Assessment**
- Acceptable / Tolerable Risk
- As Low As Reasonable Practicable (ALARP) Risk
- Mitigations / Controls
Recommendations & Implementation Plan

Recommendations
- Summary of recommendations to improve security of the system
- Physical enhancements, procedural adjustments, & strategic direction

Implementation Plan
- Plan to implement recommendations
- Order of magnitude cost estimate
- Implementation timeframe

Presentations / Summaries
Stakeholders
Stakeholders

- Metro
- St. Clair County
- City of St. Louis
- Citizens for Modern Transit
- ATU / SEIU
- First Responders (PD/FD)
- St. Louis County
- Passengers/ Employees / Local Business
- State Partners
- Others
Questions?
THANK YOU

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