



Board Report

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Agenda Number: 26.

**CONSTRUCTION COMMITTEE
NOVEMBER 19, 2020**

**SUBJECT: FY20 TRANSIT SECURITY GRANT PROGRAM AWARD FOR FACILITIES
HARDENING, VIDEO MANAGEMENT SYSTEM/SECURITY INTELLIGENCE AND
CYBER-SECURITY**

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

ESTABLISH the Life-of-Project for the following capital projects:

- A. **INCREASE the Life-of-Project for Facilities Hardening by \$2,168,027.80 to \$3,298,827.80.** The project was awarded FY20 Transit Security Grant Program (TSGP) funds of \$3,500,000, and \$1,331,972.20 (38%) was aligned with the Metro Center Street Project LOP approved in October 2020.
- B. **APPROVE the Life-of-Project for Video Management System/Security Intelligence for \$632,189.40.** The project was awarded Transit Security Grant Program (TSGP) funds of \$5,268,245, and \$4,636,055.60 (88%) was aligned with the Metro Center Street Project LOP approved in October 2020.
- C. **APPROVE the Life-of-Project for Cyber Security Architecture Assessments for \$2,079,807.80.** The project was awarded Transit Security Grant Program (TSGP) funds of \$3,411,780, and \$1,331,972.20 (39%) was aligned with the Metro Center Street Project LOP approved in October 2020.
- D. **Amend the FY21 Budget** to include the FY20 TSGP grant award of \$4,880,025.00.

ISSUE

Metro's Transit System consists of a myriad of transit infrastructures, transit assets, operations, services, and multiple support functions committed to providing safe, secure, courteous, professional, dependable, clean, and efficient transit services to all customers. Our transit environment has unique challenges related to threats, risks, and vulnerabilities that must be addressed systemically to maintain and enhance physical security standards, a modernized closed-circuit television (CCTV) system to provide business intelligence and situational awareness to improve the customer experience and investments in our cybersecurity efforts to protect our agency against advanced

persistent cyber threats.

Metro SSLE Staff has assessed these challenges based on security reviews, transit intelligence analysis, corrective action plans, industry standards, and trends and justifiably requested funding from the Department of Homeland Security (DHS) through the Transit Security Grant Program (TSGP) for physical security improvements, an enterprise video management system, and support for a comprehensive cybersecurity assessment on our critical networks.

On June 30, 2020, the Federal Emergency Management Agency (FEMA), announced the final awards and allocations under the FY 2020 Preparedness Grant Programs. LA Metro requested funds under the Transportation Security Grant Program (TSGP) and was awarded **\$12,180,025**. This is a 61% increase from the FY19 TSGP award of \$7.5 million.

DISCUSSION

The projects that will be established with this TSGP funding are ongoing initiatives related to Facilities Hardening, Video Management System/Security Intelligence, and the Cyber Security Architecture Assessment. These projects are part of the overarching ten-year plan for Metro to improve its system security program to increase preparedness and agency-wide resiliency to recover from 'All Hazards.' Notably, this particular grant program aligns with key elements of the project scope and objectives for the Metro Center Street Project. Opportunities for synergy between the project's scope of works/investment justifications and objectives were determined by staff, and funding was bifurcated accordingly to maximize planning and minimize the risk of duplication of design and implementation efforts.

Facilities Hardening

This investment of \$2,168,027.80 will assist Metro in 'target hardening' our operating divisions. Metro has over 22 rail and bus facilities that provide maintenance and logistical support for our transit system. Hazards and threats have grown in complexity and frequency since 9/11 and the pervasiveness of the unhoused population in Los Angeles County. The predominance of serious physical security vulnerabilities is centered around the perimeter security (i.e., fencing, gates) components of the Metro division sites, specifically, the poor condition of fencing and walls. Vehicle gates, especially for bus entry and egress at the Metro Operating Divisions, are typically manual gates and are left open during operating hours, and two Operating Divisions do not have bus vehicle gates at all (Division 13 and 15).

Intruders and trespassers can freely enter these sites, especially if a security guard is not present. Most gates are not motorized and do not have a remote control or card reader for access. Fencing at many of the Operating Divisions is inadequate or is in poor condition, and fencing is damaged or absent along the perimeter at many locations. To improve security at the Operating Divisions, access control on entry and exit gates need to be added and/or remediated to meet industry standards and

best practices. The use of a high-speed automatic gate opener with both stationary and remote activation will allow the gate to be opened remotely from an oncoming bus and then closed after the bus enters the yard. A high-speed gate will help prevent queuing on public streets and maintain security in the yard. Additionally, these improvements with perimeter fencing and the associated technology will help to prevent any active shooter incident threatening the Divisions as they will include lock-down features to be controlled remotely from Metro's command centers.

The elements of this initiative that align with the Metro Center Street Project include security technology support to provide a long-range Radio Frequency Identification (RFID) access control device to signal the gates to open. In addition, the video surveillance system at the operating divisions is in poor condition. Many cameras are in bad condition or completely inoperable. This investment will replace existing antiquated digital video recorders with external IP video encoders and ensure all bus operating divisions have an established video management system that connects to Metro's command centers (i.e., EOC, ROC, BOC, future SOC). Finally, this investment will provide a fully functioning security booth at high-traffic vehicle gates, with connectivity to Metro's networks. The security booth will include a means to monitor the video cameras on the site and have direct communication with the Metro's current Security Dispatch Center and future EOC & SOC.

Video Management System/Security Intelligence

This investment of \$632,189.40 will include the procurement and installation of some VMS replacement software currently in place, the replacement of application and storage servers with specialized servers optimized for CCTV, and configuration contract services for the new future system function as desired. The remainder of this effort will be supported and align with the Metro Center Project as described in the TSGP investment justification toward a centralized and enterprise CCTV System supporting Metro's EOC, SOC, BOC & ROC. Objectively, this project will initiate the process to replace the various existing siloed and unsecured VMS systems currently at LACMTA, providing a more secure system for our CCTV, converging into a situational awareness platform in our EOC and SOC at the Metro Center Street Project (ESCO). With a view toward Vision 2028, this investment will help to achieve total enterprise security, which empowers Metro to detect, deter, & deny serious threats to the customer experience and maximize professional security services in our transit environment.

Cyber Security Architecture Assessments

This initial investment of \$2,079,807.80 will establish a holistic framework for the management of IT Cyber Security and Cyber Defense across LACMTA. This project proposes to purchase professional consultants to conduct the required assessments measured against NIST, APTA, ISO, COBIT, and CIS guidelines to ensure LACMTA cybersecurity is as strong as possible. The resulting assessments, analysis, recommendations, and supporting details will help to inoculate our rail and bus operations throughout the county against cyber threats to protect our passengers a daily who may interact with technology while on our system. Moreover, the security of our SCADA and IT networks is the cornerstone of our entire operation within the county as the reliance on technology to keep our

system moving, and efficient, and safe is immeasurable. As such, this investment will include the acquisition of security architecture experts through a series of best-value RFPs, and they will analyze, design, implement and manage the security features and review and establish agency-wide security policies, procedures, and compliance documents needed to secure our systems. By assessing our risks, developing countermeasures, and improving the security of the SCADA and IT networks, our system vulnerabilities will be mitigated. In the event of a terrorist attack, any incapacitation or destruction to the rail or bus lines will have a debilitating effect on the continuity of the system's operations, so this effort is consistent with the agency's overarching system security priorities. Additionally, our transit system supports the national economic hub of the county of Los Angeles, underscoring the importance of this investment to ensure the availability and reliability of our SCADA and IT networks. To provide a continuous cyber-defense function as an instrumental segment of our security program and keeping viable our anti-terrorism posture, key elements of this effort will align to the Metro Center Street Project. This includes an enhanced monitoring and cyber incident response capability matured inside the Metro Center Street Project.

DETERMINATION OF SAFETY IMPACT

This capital project expenditure will provide an increased favorable customer experience as it leans towards a holistic approach toward reducing threats and safety/security issues throughout our transit environment. Programmatically, these initiatives are providing enhanced safety and security against all hazards to our transit system to meet prescribed best practices for transit agencies nationwide. This project will also foster better situational awareness for Metro Staff, which will ensure faster responses to unwanted occurrences and incidents on the system, promoting a pleasant and comfortable transit experience for our ridership.

FINANCIAL IMPACT

New Capital project numbers will be created for this Life of Project (LOP) totaling \$4,880,025 and grant revenues added to fund them. Since this is a multi-year project, the System Security & Law Enforcement department will be responsible for budgeting future years for the balance of the project. The portion of this grant that was aligned with the Metro Center Street Project will be managed separately but will maintain coordination between project teams to support grant reimbursement administration. The funding is to be included in cost center 2610, System Security & Law Enforcement.

Impact to Budget

The total FEMA/TSGP grant funds for FY20 is \$12,180,025, which was awarded to Metro in June 2020. \$7.3M of this amount was aligned to the Metro Center Street Project. Staff is requesting to add \$4,880,025.00 to the FY21 budget for the TSGP projects, in cost center 2610 System Security & Law Enforcement to commence activities aligned to Security's critical environmental design protection plan.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

In today's environment, supporting agency goal #5, it is necessary to continually adjust to the tactics, techniques, and procedures of terrorist's intent on causing mass civilian casualties and paralyzing daily lives. These enhancements will include additional fencing, gates, digital video recorders, cabling, and the engineering to facilitate the new and upgraded CCTV cameras. Also included are the Enterprise Video Management System and the myriad of assessments planned for our cyber networks. With this investment, DHS's evaluation of the national risk profile for FY20 priority (Cyber Security & Enhancing the Protection of Soft Targets/Crowded Places) will be strategically addressed. Any incapacitation or destruction to LACMTA's system would severely affect the continuity of operations as well as safety to public health, security, and economic impact to the Los Angeles County area.

ALTERNATIVES CONSIDERED

An option to consider would be to not amend the budget with the grant funding from the DHS/TSGP. This alternative is not recommended because of the dangerous and direct impact on security investment planned to help protect patrons and staff, exposing Metro to risk and vulnerabilities.

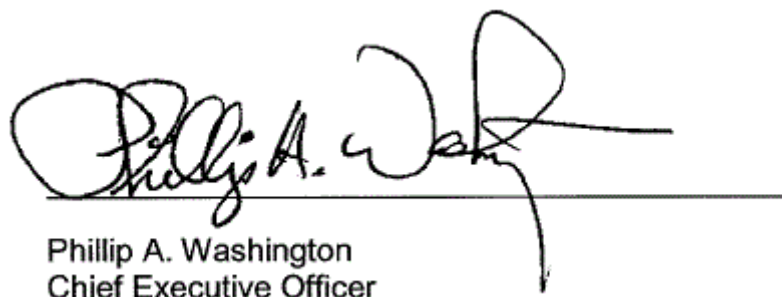
NEXT STEPS

Upon approval of the recommendation, staff will set up the new Capital Project Number(s), establish the LOP budgets for the capital project, and commence work

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