CITY OF PHILADELPHIA

DEPARTMENT OF PUBLIC PROPERTY
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BRIDGET COLLINS-GREENWALD
Commissioner

May 13, 2015

The Honorable Darrell Clarke
City Council President
City Hall, Room 490
Philadelphia, PA 19107

Dear Council President Clarke:

This letter is in response to questions raised at the April 28th, 2015 hearing before the Committee of the Whole on the Fiscal Year 2016 proposed budget for the Department of Public Property. The questions were recorded as follows:

From Councilman Jones:
1. **Can you provide a safety plan for city facilities including City Hall?**

Please see Attachment 1 for this information.

2. **How many uniformed personnel do you expect to house at the Wissahickon BRAC facility?**

We expect to house 75 uniformed personnel at the Wissahickon BRAC facility.

From Councilman O'Neil:
3. **What has been the delay in the creation of the access road leading to the new Police Training Center on State Road?**

DPP is working with L&I and the Airport to finalize what is expected for the permit process. The design drawings are done, and they are working on the specifications. Our Project Manager is estimating about a week to finish up design, and then starting the bid assembly and the bidding process. DPP plans for a Notice to Proceed to go out in September.

Please feel free to contact me with any questions you may have about the information provided in this response.

Sincerely,

Bridget Collins-Greenwald, Commissioner
Department of Public Property

UNIFIED CITY FACILITY SECURITY CRITERIA

PROGRAM OVERVIEW

12/10/14

Overview

WHY

WHAT

HOW

NEXT STEPS

WHY

Recent events, both real and simulated, have generated discussion about the appropriate security posture for City facilities in response to an incident occurring or considered imminent.

External Examples
- Active shooter at Canadian Parliament, escalation of US Federal facility security levels
- Boston Marathon bombing
- Ambush of Pennsylvania State Trooper

Internal Examples
- Active shooter tabletop exercise set within MSB Concourse
- Recent protest history (e.g. Occupy Philadelphia)

WHY

Problem:

Outside of public safety agencies, the City lacks a clear process to quickly assess, adapt and respond appropriately to a crisis within a Philadelphia facility or a neighboring jurisdiction, be it a technological hazard or adversarial incident.

There is no security playbook to support decision making or planning by leadership and facility managers.

WHY

Playbook Key Questions:

- ❑ Who decides a posture change is needed?
- ❑ What does a posture change entail?
- ❑ What is the scope of buildings involved?
- ❑ Who makes the change?
- ❑ How do we use what we have more effectively against a threat?

WHAT

Solution:

Unified City Facility Security Criteria

Program Components

1. City building risk-informed ranking process (A, B, C)

2. Security Advisory Group determines need to escalate

3. Three posture levels (Normal, Elevated, High)

4. Protective Measures for each risk-ranking and posture level

"Assets are protected optimally when they are protected equally."

-Richard White

OEM Philadelphia

WHAT

Unified City Facility Security Criteria

Goal:

Develop uniform plans for City facilities that when implemented, represent the highest level of effort or performance that staff, security and building management can reasonably achieve to reduce vulnerability to a threat.

WHAT

1. City Facility ranking

Target selection process and criticality top sort assessment.

Facilities	Primary Mission Highest function in building	Number of Agencies Collateral Mission Impact	Highest Ranked Known Function Association by General Public	Population Staff visitors inside	Type of Public Interface Most common type	Public Access Lowest access rating within building	Perception Symbolism / site of Demontration	Building Size or Area of Use	Building Type	Zip Code Desnity / Public Exposure	Total	Rating
City Hall	Leadership	>3	Governance	>150	General Customer Service	None	High	>10,000	Highrise	19102	36	A
Municipal Services Building	Leadership	>3	Governance	>150	General Customer Service	None	Medium	>10,000	Highrise	19107	35	A
District Attorney's Office	Judicial Services	2	Judicial Services	81-150	Invited Visitors	Medium	High	>10,000	Highrise	19107	33	A
Criminal Justice Center	Judicial Services	1	Judicial Services	>150	General Customer Service	Low	High	>10,000	Highrise	19107	33	A
One Parkway Building	City Services	>3	General Services	>150	Invited Visitors	Medium	Low	>10,000	Highrise	19107	31	A
Police Administration Building	Public Safety	1	Law Enforcement	>150	Invited Visitors	Medium	Medium	>10,000	Lowrise	19106	30	B
Family Court	Judicial Services	1	Judicial Services	81-150	General Customer Service	Low	Medium	>10,000	Lowrise	19107	30	B
Fire Administration Building	Public Safety	2	Emergency Services	31-80	Invited Visitors	Low	Low	1,000-5,000	Lowrise	19123	27	B
DVIC	Public Safety	1	Law Enforcement	31-80	Invited Visitors	None	Medium	>10,000	Lowrise	19148	25	B
Medical Examiner's Office	City Services	1	General Services	31-80	Invited Visitors	Low	Low	>10,000	Lowrise	19104	23	B
OIT 1234 Market	City Services	1	General Services	81-150	Vendors only	None	None	5,001-10,000	Tenant in highrise	19107	20	C
Aramark - PWD / PDPH Select Floors	City Services	2	General Services	31-80	Invited Visitors	Low	None	1,000-5,000	Tenant in highrise	19107	21	C
Shop 134	City Services	1	General Services	31-80	Vendors only	None	None	>10,000	Tenant in lowrise	12124	16	C

Target Selection Process Question Set
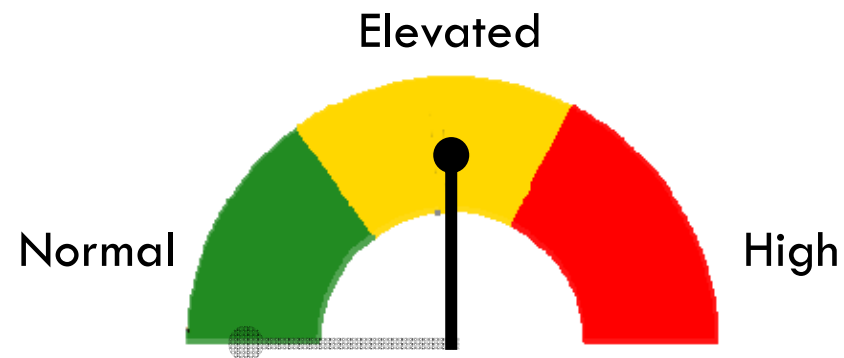
WHAT

2. Security Advisory Group

Convened after an incident occurs within or outside of the city, or after a credible threat.

- ❑ Deputy Mayor for Public Safety and Chief of Staff
- ❑ Managing Director / MDO Chief of Staff
- ❑ Director of Public Safety
- ❑ Commissioner of Public Property
- ❑ Director of Emergency Management
- ❑ Police Commissioner or designee
- ❑ Police Homeland Security Bureau Commander
- ❑ Delaware Valley Intelligence Center Commander
- ❑ Fire Commissioner or designee
- ❑ Director of Risk Management

WHAT

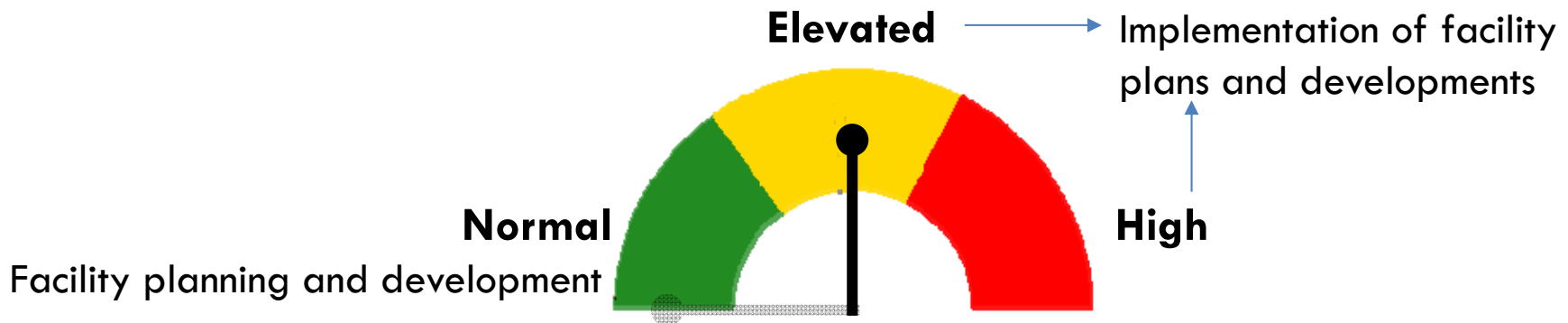## 2. Security Advisory Group

Determines need for a posture change after evaluation of a threat/incident.
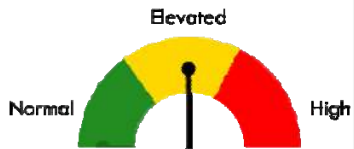
WHAT

3. Posture Levels

Two levels of escalated security postures trigger specific actions in City facilities.

Elevated → Implementation of facility plans and developments

Normal

High

Facility planning and development

WHAT

4. Protective Measures

38 Mitigation action targets to be implemented by facilities when posture is increased.

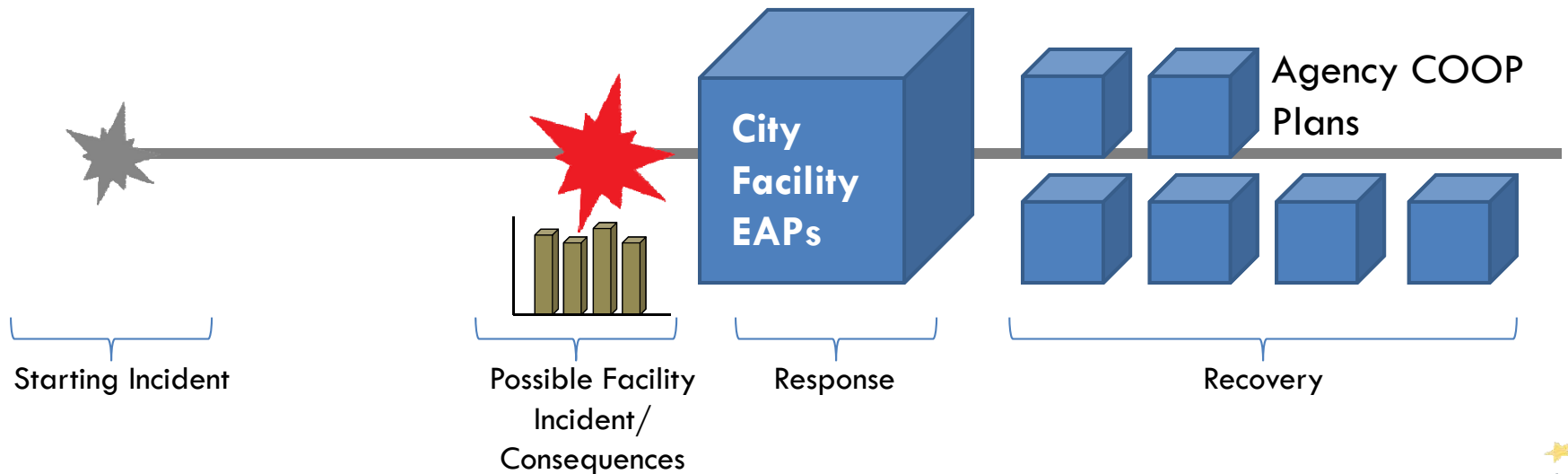| Applicable Facility Levels	Protective Measure Title	(1) Steady State - Ongoing	(2) Elevated	(3) High
A,B	Visitor / Staff Entrances	Develop a procedure to separate visitor entry from staff entry during elevated levels.	Implement a separate entrance for visitors.	Implement a separate entrance for visitors. Consider closing the facility to non-city visitors, vendors and contractors.
A,B,C	Building-wide Communications	Develop a procedure and key messages for using public address systems and other forms of communication to mass-notify all building occupants.	Test building notification systems and refresh key users how to perform required actions. Ensure pre-planned messages are in close proximity.	Test building notification systems daily and refresh key users how to perform required actions. Ensure pre-planned messages are in close proximity.
A,B,C	Building Information Binder	Develop a building information binder listing key points of contact, utility locations, CCTV monitors, public address system location and operation, floor plans and master keys.	Ensure building information binder contains updated and correct information and is located near fire command panel.	Ensure building information binder contains updated and correct information and is located near fire command panel.
A,B	Delivery Schedules	Develop a policy for scheduling truck-based deliveries and manifest inspection during elevated levels.	Implement truck-based delivery schedule procedures and manifest checks prior to allowing a vehicle to enter the loading dock area.	Consider cancelling all non-essential deliveries. Conduct manifest checks prior to allowing a vehicle to enter the loading area. Block access to loading docks or loading area approaches with a vehicle.

Elevated

Normal High

Guidance for facilities to use as a planning tool.
Not instructions for security and staff, but capability goals to plan towards.

Applicable Facility Levels	Protective Measure Title	(1) Steady State - Ongoing	(2) Elevated	(3) High
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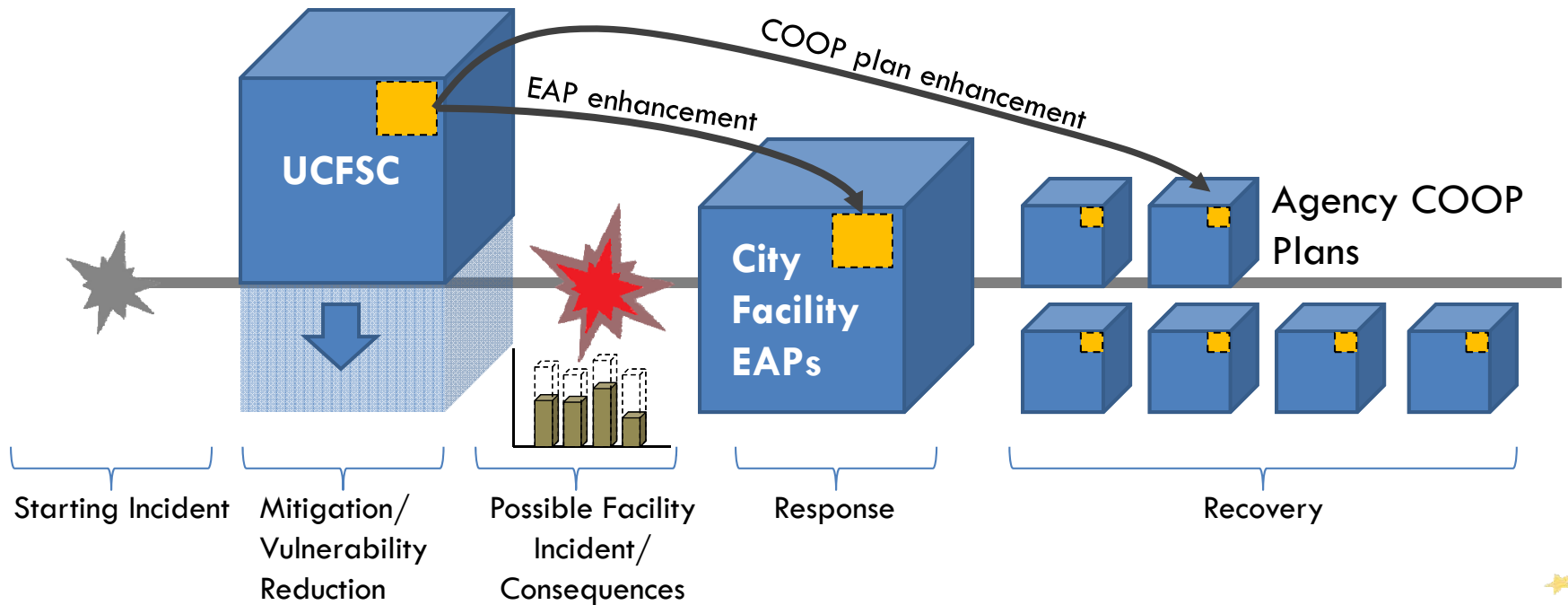# HOW

Where does this fit in?

Starting Incident

Possible Facility Incident/ Consequences

City Facility EAPs

Response

Agency COOP Plans

Recovery

Civilian Incident Timeline

Where does this fit in?

COOP plan enhancement

EAP enhancement

UCFSC

City Facility EAPs

Agency COOP Plans

Starting Incident | Mitigation/ Vulnerability Reduction | Possible Facility Incident/ Consequences | Response | Recovery

Civilian Incident Timeline

HOW

What does this look like?

Mitigation/Vulnerability Reduction

Response

Recovery

UCFSC

City Facility EAPs

Agency COOP Plans

Facility Security Measures Plan

Facility Emergency Action Plan

Agency Continuity of Operations Plans
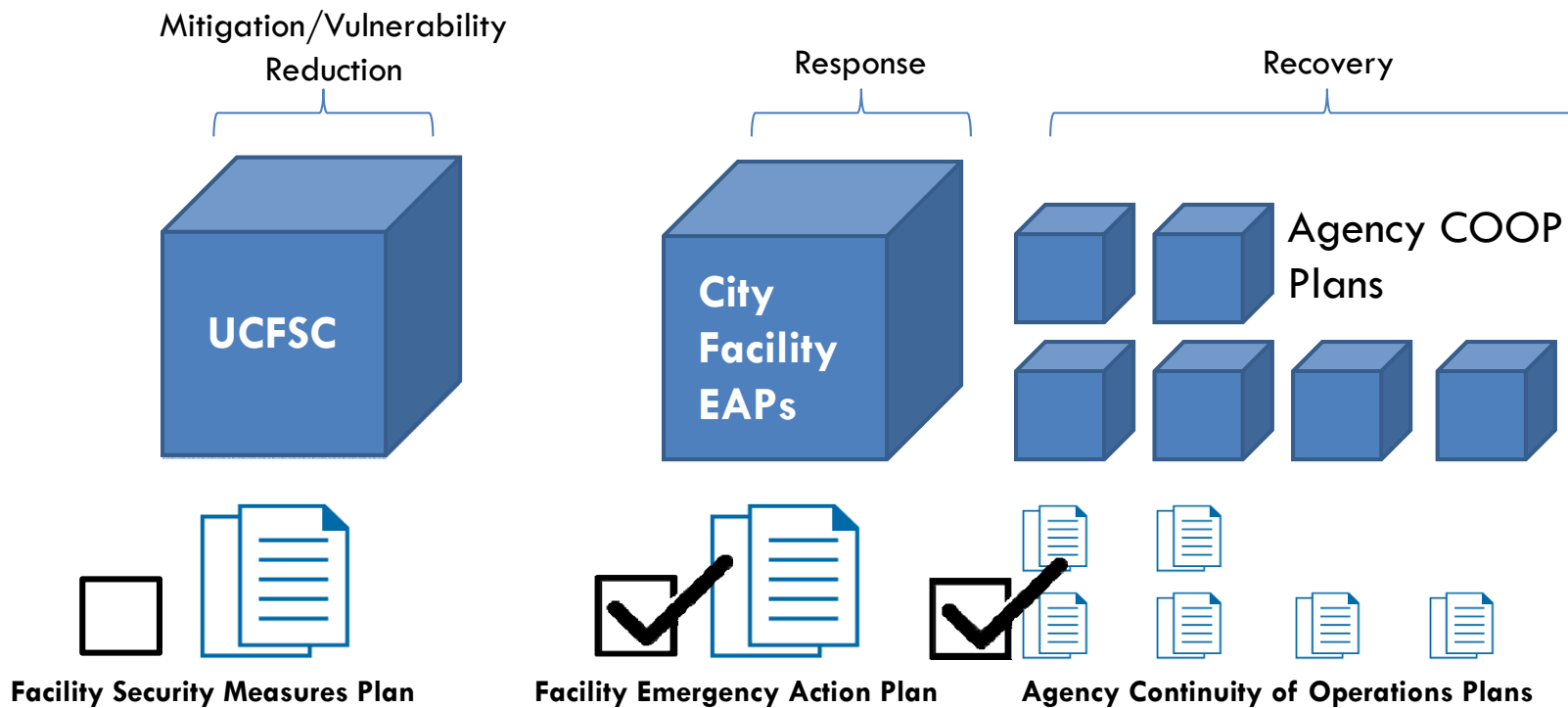
NEXT STEPS

Near Term

- **Convene key stakeholders**
  - Validate facility ratings and protective measures
  - Determine implementation leaders

- **Convene Quadplex building managers / security stakeholders**
  - Review current security plans and documentation
  - Conduct facility-specific workshops to develop Security Measures Plans

Long Term

- **Support risk-informed budgetary requests for equipment**

- **Demonstrate need for increased security measures during normal operations**

Questions?

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Emergency Management

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