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A **7**-step roadmap
to becoming
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A Paratransit
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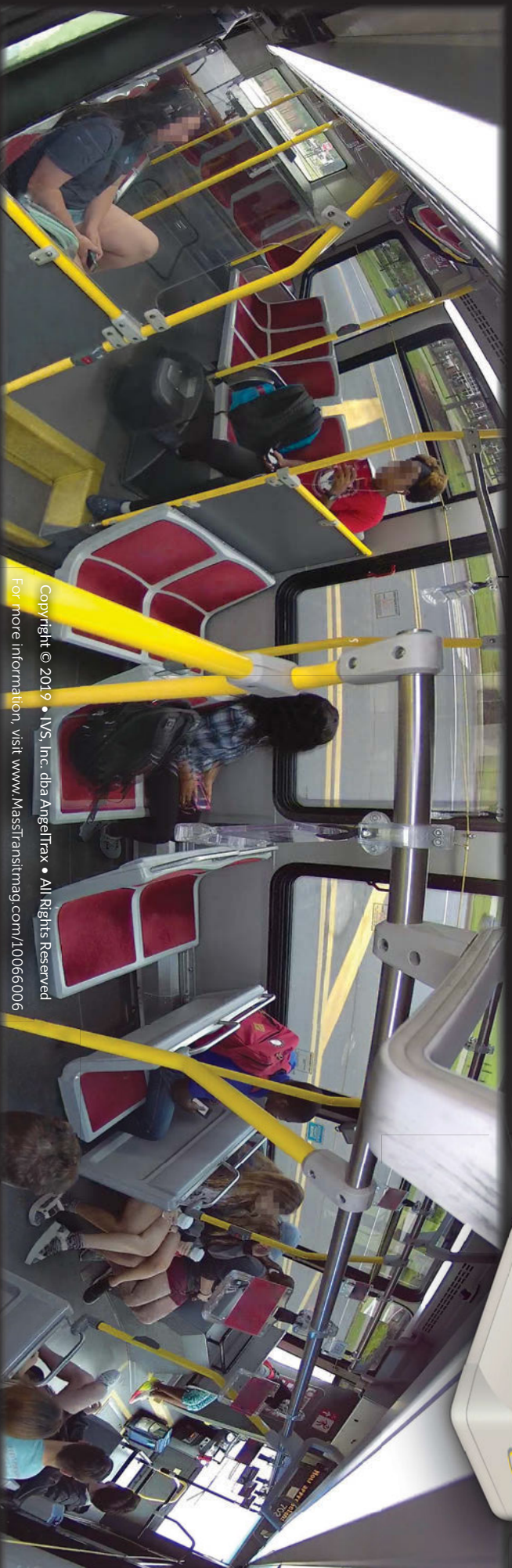
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A glance back before moving ahead

Our top stories of 2019 show the range of solutions and innovation our industry can deliver.

I like looking back. Not necessarily to dwell, but to gain perspective and appreciation of a given situation. The end of the year is always a good time to take stock in what was, as well as theorize about what may be and one of the things I've enjoyed throughout my career, no matter the publication, is glancing back at the top stories of a particular year.

It's not surprising that our biggest print issue was our September/October issue, which included our annual 40 Under 40 honorees. The day we published the honorees on our website is also the single busiest web traffic day we experience on masstransitmag.com. We recently opened the nomination process for 2020 and look forward to welcoming a new class of honorees.

Regarding buses, zero-emissions dominated interest among our readers. Traffic landing on our coverage within the "Hybrid, Hydrogen & Electric Vehicles" channel soared this year, making it the most popular within the "Bus" category. Our "Rail" channel traffic gravitated toward maintenance and infrastructure stories. Top stories in this category in 2019 include the passing of the Rebuild Illinois bill, which was the state's first comprehensive infrastructure bill since 2009 and the developments surrounding the pending opening of the BART Silicon Valley extension being constructed by Santa Clara Valley Transportation Authority.

I like looking back to gain perspective and appreciation of a given situation.



Apps were a big theme in our "Technology" channel this past year, with the partnership between the Regional Transportation District of Denver and Uber among the most popular stories, while a test of a new safety door in Barcelona and the Federal Railroad Administration's first national strategy to prevent trespassing on railroad property caught the attention of our readers under our "Safety & Security" channel.

From the *Mass Transit* team, thank you for reading our coverage both online and in print. We wish you continued success in 2020.



Mischa Wanek-Libman, Editor

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AN ART bus on a final test run before service began on Nov. 30.

Albuquerque begins ART service

The city of Albuquerque, N.M., began service on two ABQ Ride ART lines Nov. 30, delivering a severely delayed project that could have been scrapped due to any number of factors, but that will now provide improved service to the city's west side. Free rides will be offered through Jan. 1, 2020, to give the public an opportunity to experience the service.

➔ [MassTransitmag.com/21113840](https://www.masstransitmag.com/21113840)

Technology solutions driving enforcement to improve overall service

► When it comes to bus lane and fare enforcement, technology applications are both efficient and cost effective.

➔ [MassTransitmag.com/21116565](https://www.masstransitmag.com/21116565)

Orchestrating energy: Making sure electric fleets have the juice to deliver

► The goal of fleet orchestration is all about sending the right mission to the right vehicle at the right time.

➔ [MassTransitmag.com/21116217](https://www.masstransitmag.com/21116217)

Best practice in European large rail multi-modal hubs

► A look into various rail infrastructure projects throughout Europe reveals the challenges of working with historic sites, meeting the public's needs and expectations and increasing capacity while managing project costs.

➔ [MassTransitmag.com/21116555](https://www.masstransitmag.com/21116555)

MORE NEWS AT A GLANCE

► L.B. Foster Company has been awarded a \$13.2-million contract to provide direct fixation fasteners, rail and other track materials for the Chicago Transit Authority's Red and Purple Modernization Phase One Project.

➔ [MassTransitmag.com/21116311](https://www.masstransitmag.com/21116311)

► Stadler Rail will bring the first hydrogen-powered train to the United States through a contract with the San Bernardino County Transportation Authority and signed the single largest rail car order for both itself and the Metropolitan Atlanta Rapid Transit Authority for the purchase of 254 new rail cars.

➔ [MassTransitmag.com/21114673](https://www.masstransitmag.com/21114673)

► Texas Central reached an agreement with Mass. Electric Construction Co., to install the core system of the Texas high-speed train and critical safety elements which include all necessary power, signaling and communications equipment. The rail project will connect Houston and North Texas in 90 minutes.

➔ [MassTransitmag.com/21115785](https://www.masstransitmag.com/21115785)

People in the News



Art Torres

Omnitrans

Omnitrans has chosen Art Torres as the new director of procurement,

where he will lead a department of 20 employees that

oversees the purchase of all goods and services for the agency. The department also maintains and manages an extensive parts warehouse to support maintenance of the agency's bus fleet. He brings more than 20 years of procurement management experience and was most recently employed as a senior manager in contracts administration at the Los Angeles County Metropolitan Transportation Authority, where he learned how to work within the Federal Transit Administration's guidelines.

➔ [MassTransitmag.com/211106016](https://www.masstransitmag.com/211106016)



MJ Maynard

Regional Transportation Commission of Southern Nevada (RTC)

MJ Maynard has been appointed as the new CEO of the Southern Nevada RTC

following a unanimous approval from the board of commissioners. Her priority in her new role is to provide a sustainable, efficient and accessible transportation system that meets the mobility needs of the region. She brings more than 12 years of service and most recently served as the deputy CEO. She succeeds retiring CEO Tina Quigley and began her new role effective immediately.

➔ [MassTransitmag.com/21114726](https://www.masstransitmag.com/21114726)



Jeffrey Tumlin

San Francisco Municipal Transportation Agency (SFMTA)

The SFMTA Board of Directors has selected Jeffrey

Tumlin to be the new director of transportation after conducting an international search. Tumlin has spent his career helping organizations around the world clarify their values and align their operations with those values. Most recently, he worked as a principal at Nelson/Nygaard Consulting Associates where he led dozens of detailed neighborhood plans. He's currently leading the San Francisco Transportation Authority's downtown congestion pricing study.

➔ [MassTransitmag.com/21114533](https://www.masstransitmag.com/21114533)

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Safety, the Holidays, NRC Annual Conference and Beyond

This time of the year offers a chance to reflect on what was learned in 2019 and how it can be applied in 2020.



Mike Choat
Chairman, National
Railroad Construction &
Maintenance Association



AS ALWAYS, SAFETY FIRST! HOPE EVERYONE had safe travels in November for Thanksgiving. With the highways and airports near capacity through December and early January with people traveling for Christmas and New Year's Eve (and the NRC Conference), I urge you to stay safe, aware and vigilant no matter which mode of transportation moves you this holiday. Don't drink and drive. If you do drink, then take a cab, ride-share or have a designated driver. Or better yet, take a train! Freight and people move much more safely by rail than they do on the roads.

We are now just a few weeks away from our NRC 2020 Conference and NRC-REMSA Exhibition. This is my last chance to remind everyone to register and attend. We are very close to setting another record in attendance.

The NRC 2020 Conference is January 5-8 in San Diego, Calif., at the Hotel Del Coronado. The NRC is pleased to welcome keynote speaker Keith Creel, president and


opportunities that will be available for NRC member contractors and suppliers.

REMSA is putting the finishing touches on the exhibition, which will kick-off Sunday evening and conclude Monday evening. There will be more than 150 booths showcasing the latest technology and equipment of the rail supply world. It will be a compelling exhibition and your participation will allow you to keep up with the latest information concerning what's happening in our industry.

We will also welcome back CFR Part 243 expert Rob Castiglione from the FRA to the general session and a more in-depth seminar to better help contractor members navigate the training requirements for all railroad employees and contractors who perform safety-related work. Topics include history of the rule, requirements, timeline with important dates, the role of associations, such as the NRC, and next steps.

Additionally, the NRC Conference will be hosting the first ever "speed networking" breakout session Monday afternoon with Union Pacific Railroad's directors of Bridge and Track Construction and Supply Chain Strategic Sourcing. Please note you must be registered for the NRC Conference to participate in this event.

For more information on the conference, registration, lodging, sponsorships, golf, whale watching and exhibiting, please visit www.nrcma.org/2020conference or contact Mike McGonagle on the NRC staff at 202-975-0365.

As we wind down 2019 and look to the start of 2020, I would like to wish everyone a Merry Christmas and a Happy New Year. This time of the year is all about family and friends. It is also a time of reflection on the past year; what we learned in 2019 and how it can be applied in 2020. I hope everyone has a successful December and I will see you at The Del in January. 

Freight and people move much more safely by rail than they do on the roads.

CEO of Canadian Pacific, during Monday morning's opening session. Also speaking will be senior engineering and procurement executives from several Class 1 and shortline freight railroads. We will also have updates from major transit, passenger and commuter railroads including Austin Capital Metro, Capitol Corridor, Chicago Metra, SANDAG, SJRRC/SJPPA (ACE Rail) and Virgin Trains USA/Brightline. These presenters will come armed with the latest information on their capital program plans for 2020 and the op-

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From smart city to hyperconnected city – what's next in digital innovation?

Research reveals a seven-step roadmap to becoming hyperconnected.

By **Nancy MacDonald**, contributor

THE IDEA OF SMART CITIES – THOSE that effectively harness digital technology to improve urban life – is gaining some serious traction around the world. Smart mobility systems, smart power, smart water—you name it—cities are trying to make sense of what applications they should be focusing on, and how to leverage them to address their most pressing challenges.

But what technologies are they actually implementing? What challenges are they trying to solve? What are the outcomes they are hoping for?

Stantec recently co-sponsored a smart cities study (developed by ESI ThoughtLab) which surveyed more than 100 urban centers from around the globe on their approach to digital innovation. The results showed the smart cities evolution is well under way. More than nine out of 10 cities say they are using data generated by the Internet of Things – long considered foundational in smart cities work – to provide value to their stakeholders. From monitoring air pollution through mobile apps to mobility as a service, cities are exploring new technologies that harness the power of data to make life better for their citizens. On average, cities surveyed will increase their smart city

spending by 14 percent over the coming year.

The key to maximizing the value created by those investments is to take a holistic approach to city planning. Different technological investments can work together to create a cumulative benefit to the community. Cities that create the conditions for thoughtful, strategic investments are those that will benefit the most from digital innovation.

Although those just starting out on the smart cities path reported a 1.8 percent return on investment (ROI) for their projects, those leading the pack claimed a five percent return. This indicates a multiplier effect when it comes to smart city investments; the more connected a city becomes, the greater the benefits of those investments.

The ROI here is a leading indicator of the transition from a smart city – one that implements technology to improve the

urban experience – to a hyperconnected city – one that interconnects key areas of its ecosystem. This interconnectedness has the potential to touch all aspects of city life, from roads to cars, buildings to energy grids, citizens to governments and cities to cities.

After all, the challenges and opportunities communities are currently facing do not stop at city limits.

Becoming hyperconnected through transportation

The real power of smart technologies lies in how well they work together. A vehicle detector at a signalized intersection can sense cars and help optimize movements at the intersection. Advanced detector technologies can even improve



safety at the intersection by adjusting timings when pedestrians need additional time to cross a road, or when a heavy truck cannot stop in time for a red light.

But, if that same intersection is linked to other nearby intersections, that data can optimize traffic along a corridor. Connecting all the traffic signals in a city to a traffic management center, along with real-time crowdsourced data and mid-block sensors, allows the data to be used in an advanced traffic responsive system. The multiple sources of data can be used to analyze, understand, predict and respond to real-time traffic patterns and can inform infrastructure investment planning, emergency response and efforts to plan safer roads. Connecting technologies and leveraging the power of data can make life better and save money by making investments more efficient.

And that is precisely what smart cities leaders are doing. Nearly all smart cities leaders – the 25 cities in the study considered ahead of their peers – have adopted real-time traffic management technologies. This is also the smart technology that is reported as providing the highest ROI. As a whole, smart traffic management initiatives such as adaptive traffic signals, parking apps and curbside management, provided reduced emergency response times (31 percent), decreased vehicle accidents (25 percent) and reduced congestion (26 percent).

Cities that invested in smart public transportation initiatives reported increased passenger satisfaction (38 percent), increased on-time arrivals (33 percent) and increased transit ridership (29 percent) as main benefits.

While individual city experiences vary, all transportation-related smart investments were said to have a positive ROI and provide tangible improvements to the community. Cities farther along had more tangible results.

A seven-step roadmap to building a hyperconnected city

As the responses were reviewed from participating cities, it became clear that smart city leaders are engaging in specific best practices that are contributing to their success. While every city's path to connectivity will be different, emerging trends can help inform a path forward, or a roadmap to becoming hyperconnected.

1. MAKE THE BUSINESS CASE

Establishing a business case for investment with clear metrics for ROI is the first step in effectively investing in smart technology. Only half of cities surveyed create a business case for all smart projects, though 68 percent of leaders do so. Continuously monitoring performance based on established benchmarks means you can make the case for future investment or provide logic for changing course. Having meaningful information on the ROI of investments is also an important tool in winning public support.

2. CALCULATE THE FULL BENEFITS

The benefits of good city planning reach beyond pure financial ROI. Higher productivity, improved health and well-being, improved logistics and increased economic growth and tourism make cities better places. All cities in the leader category quantify societal benefits, and two-thirds quantify environmental benefits. By including these factors in ROI calculations, cities can better assess the true impact of their investments.

3. ORGANIZE YOUR RESOURCES

Hyperconnected cities tend to largely centralize their staff, and utilize both internal and external expertise to run their smart cities programs. This seems to provide a better operational organization than using internal or external staff exclusively. More advanced cities also place higher value on their smart programs, with staff reporting directly to the mayor's office.

4. CAPITALIZE ON ADVANCED TECHNOLOGIES

Having a strategy to harness the power of new technologies helps with launching new initiatives, as well as providing a better understanding of cybersecurity. The study found that 68 percent of leader cities have an innovation hub to manage and promote the city's relationship with new technologies.

5. USE THE ECOSYSTEM EFFECTIVELY

Partnering with technology partners is the most popular way for leader cities to acquire new technology. Partnerships can align strategic goals, generate continuous program improvements and enable cities to do more with less resources. Working with technology providers, operators and holistic consultants can be the winning combination that delivers projects that work.

This also allows cities to be more independent than outsourcing projects completely and gives them the opportunity to operate systems internally, making them more self-reliant.

6. GENERATE MORE VALUE FROM DATA

Generating more value from data is a core characteristic of a hyperconnected city. Leader cities tend to work with businesses and third parties to use data that can inform city planning, operate under written data policies to guide proper use and implement flexible policies that can change with new technology. Involving the public is key as well, with leader cities making around 620 data sets available to the public, while the average city shares 400.

7. ENSURE ALL CITIZENS ARE ENGAGED AND CONNECTED

Hyperconnected cities are far more engaged with the public – 96 percent reach out to stakeholders to demonstrate the value of projects. They also actively engage with stakeholders to ensure the success of projects and ensure that disadvantaged demographics are involved in the process. Some hyperconnected city leaders are starting to appoint chief citizen experience officers (CCXOs) responsible for the citizens' experience with city websites, call centers and mobile apps.



THE REAL power of smart technologies lies in how well they work together.

The fact is, the best ideas often come from the people who live in the community – they know the streets and they deal with local challenges every day.

The first step to becoming hyperconnected – start with citizens

Smart cities have been around for a while, but the future of urban life is hyperconnected. It's always been true that technology moves faster than public opinion, so it's not surprising that cities identify gaining public support as the top challenge to pursuing smart projects (52 percent).

As an urban planner, I'm trained to listen to people and incorporate their feedback in community planning and design. The fact is, the best ideas often come from the people who live in the community – they know the streets and they deal with local challenges every day. It's up to cities and planners to work with communities, to demonstrate the value of smart technologies and to show citizens how their lives will improve as the city becomes more connected.

Barcelona stood up and did the hard work of building trust early, launching Decidim. Barcelona, a digital democratic platform used by 400,000 citizens to discuss urban solutions and policies. The city's chief technology officer has called for "a new social contract for the digital age," which respects individual "digital sovereignty." Stockholm has also been recognized for its scaled approach to building a trusting relationship with citizens by opening lines of communication and prioritizing public education. The trust from an open dialogue not only makes adoption smoother, but it makes sure citizen input is being heard and considered in projects that affect the lives of people.

Smart technology isn't going to change what cities are trying to do, which is to create vibrant economic and culturally rich communities that are desirable places to live, work and play. Technology is there to help us do a better job of planning communities that work efficiently, that dedicate resources appropriately and that provide opportunities for wider segments of the population than ever before. Cities that embrace the conversation around technology, take the hard steps to build public trust and lay out a roadmap to becoming hyperconnected will outcompete their peers when it comes to livability and economic investment.

In the future, we will still be planning for people. And the smartest cities will put people first. **MT**



Nancy MacDonald is director of Stantec's Urban Places and the firm's Smart Cities Lead.



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A SERVICE TURNAROUND:

How King County Metro is making its paratransit service more than a solution

After being audited in 2017, the agency set out to address areas of improvement through a new contract with a new service provider.

By **Megan Perrero**, assistant editor

TWO YEARS AGO, KING COUNTY Metro's (Metro) paratransit service, the Access Program, was audited by King County, which revealed the program had quite a bit of room for improvement. The audit outlined 17 recommendations to address things such as cost per trip, drop off and pick up times and the diversity of ridership.

Since that audit, Metro has taken steps to remedy the areas needing improvement. To start, the agency worked to create a new contract with a new service provider, MV Transportation Inc. (MV), that holds both entities accountable to a higher level of standards. The agency spent two years on this procurement process to ensure it will be positioned to continue addressing the recommendations. The transition to the new contract started November 1 and both agree the transition has been smooth thanks to the partnership they've developed.

MV Transportation as a partner

Metro wanted a contractor that would understand and demonstrate its values of sustainability, safety and equity, says Metro Mobility Division Director Christina O'Claire, adding how MV has been a "real partner" in the transition process.

"They have gone above and beyond in really coming to the table on how we can meet our contractor employee needs, how they have met our values around equity and making sure our customers are heard, and finally, they have really done a nice job in working collaboratively with the King County Metro employees," O'Claire said.

MV credits the success of the partnership to a foundation of communication, collaboration and a shared vision, explains Mark Collins, president and COO of MV.

"During the recent transition, MV and King County teams worked tirelessly together

"The audit report revealed what was important to customers and allowed us to build an operational plan that would deliver against those priorities and improve the service."

-MARK COLLINS,
president
and COO of
MV

throughout nights and weekends to ensure a smooth transition for our customers," Collins said.

After reviewing the recommendations from the audit and engaging with stakeholders and customers, Metro developed a contract that would create accountability for the agency to go the extra mile in providing mobility services. To do this, the agency implemented a contract management plan that requires the agency to breakdown potential barriers to riders through community outreach, both of which were recommendations from the audit.

The new contract also addresses other audit recommendations, such as enforcing tighter drop off and pick up time frames, using a single contractor, fostering diversity in ridership and allowing for implementing flexible scheduling and payment options.

Prior to the contract starting, Collins says MV studied the audit to help make the service better and used it as a reference to know





Photos by King County Metro/Ned Ahrens

where to focus MV's efforts.

"We studied the previous audit very carefully and, even before our contract started, began attending paratransit advisory committee meetings and gathering input from King County team members," Collins said. "The audit report revealed what was important to customers and allowed us to build an operational plan that would deliver against those priorities and improve the service. We constantly refer to the audit report to ensure we stay on track with customer needs."

Incentivizing to better service standards

The 2017 audit revealed almost half of Access riders who responded to a survey said they were dissatisfied with trip lengths and about half also said they avoided Access because of this, with 15 percent of trips being longer than the fixed-route service. To combat this, Metro included incentives and disin-

METRO IS looking into flexible scheduling options to help lower the cost per trip and to optimize the length of trips.

METRO HAS included incentives and disincentives for drop off and pickup time frames in the new contract.

centives for drop off and pickup time frames in the new contract.

"We have a very strong disincentive program that tightens up our drop off and pick up windows and really looks at excessively long trips and holds people to a criteria that's more aligned to what we see in the fixed-route service,"

O'Claire said. "On the flip side, we have a very strong incentive program where, if the contractor works in coordination with us to provide that high level of service quality, and maybe looks at ways in which they can decrease their costs, we then share some of the cost savings associated with that."

As of now, the agency utilizes technology to estimate trip times based on length of trip, time of day and day of the week, with plans to roll out technology allowing customers to compare trip lengths on Access versus on the fixed-route service.

Developing flexible and cost-effective scheduling options

Metro works to continuously provide innovative mobility solutions beyond the standard Access Program, and one of the ways it accomplishes this is through the Community Access Transportation program, which provides places such as senior centers and religious institutions with a van to move groups of people who would otherwise use Access. The agency also subsidizes some of the service costs.

While this program is successful, Metro is looking into more alternative mobility solutions. Currently, the agency offers a





METRO HAS selected a new service provider and developed a new contract to address audit recommendations.

“[The partnership] really incentivizes us to work together to provide the best mobility at a lower cost.”

-CHRISTINA O’CLAIRE, Metro Mobility Division Director

taxi program, but the audit revealed only 10 percent of Access trips used a taxi compared to peer agencies at 62 percent usage.

Another driving factor to find more flexible scheduling options is the cost. The audit revealed 73 percent of Access trips were empty or had one person on board. Access was also the sixth most expensive paratransit service, costing \$61 million to operate in 2016, out of the 40 largest U.S. paratransit programs and with an average cost per trip of \$57 compared to the median cost of \$40.

Flexible scheduling options would allow Metro to shift some of the costs and potentially lower the cost per trip.

“As we coordinate with the contractor on cost savings, we’re going to be working together on sharing those costs,” O’Claire said. “And I think that’s one of the best things about this contract, is that partnership that comes to the table. It really incentivizes us to work together to provide the best mobility at a lower cost.”

Collins explains MV will leverage its experience of working with diverse groups of paratransit customers who all require unique service models to provide more efficient service.

“We bring our experience with a variety of hybrid paratransit and on-demand service models, in addition to successful partner strategies with taxi companies and TNCs, for example, that can be applied to help the county meet their long-term objectives,” Collins said. “We are also applying

advanced technology and data analytics to help drive additional reductions in cost per trip and improvements to service quality.”

Diversifying ridership and implementing community outreach

One of the bigger issues highlighted in the audit was the lack of diversity in ridership, specifically for riders where English isn’t the preferred language. The audit recommended more community outreach to provide education about the program and registration assistance.

To address this, the agency formed the new Access Paratransit Advisory Committee, comprised of a diverse group of Access riders, riders’ family members and community organizations that serve riders, that will advise Metro, the King County Executive and the King County Council on transit issues, policy and performance regarding the Access program.

“We’re in the review process of more than 70 applications and made extensive efforts to recruit individuals of varying races, ethnicities and languages to apply,” O’Claire said.

These efforts included providing the committee applications in six languages; engaging with 25 groups for people with disabilities on social media, which targeted more rural and underserved locations; in-person, one-on-one meetings with 30 different organizations; and email communications with an additional 200 organizations that work with seniors, people with disabilities, LGBTQ groups and ethnic community groups.

“We also sent out a customer letter in multiple languages to announce the contract transition to MV transportation,” O’Claire added.

To monitor the diversity of Access riders, Metro will ask for diversity information in its customer service surveys, which addresses the audit recommendation of proactive outreach to ensure more ridership diversity.

“As results are analyzed, we will monitor trends including customer demographics and compare against previous surveys that took place in 2016 and 2017,” O’Claire said.

In addition to rider surveys, the agency has also drafted an Equity Impact Review (EIR), another audit recommendation, that is in the final peer and management review process and is scheduled to be released by the end of 2019.

“The EIR includes options for increasing language access for our riders, providing translated materials along with assistance in completing applications and breaking down barriers to access services through community stakeholder engagement,” O’Claire said. “Once the data is received, we will endeavor to incorporate feedback into operational and technical upgrades surrounding language access.”

Service that’s more than a solution

Metro has worked hard to build the Access Program and sees it as more than just a solution, O’Claire says.

“We are doubling down on our fixed-route service to make sure that it’s accessible with not just our buses but looking to make sure the stops and stations are accessible,” O’Claire said. “And we’re also looking at all of our non-fixed route bus services to make sure it’s accessible for people beyond the ADA requirements.”

With addressing some of the audit’s recommendations and through strong community engagement, the Access Program can become more reliable and serve its constituents better.

“We are working side-by-side to make the service better,” Collins concluded. **MT**



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Securing the Railroads from Cyberattacks

Railroads are currently adopting smart rail and IoT solutions that promise great benefits, but their adoption also increases the vulnerability of railroads to cyberattacks and hacking.

By **Vlad Gostomelsky**, contributor



AERICAN RAILROADS CURRENTLY FACE THE GREATEST threat to their critical safety systems in history: cyberattacks. Rail critical infrastructure in America has been subject to a spate of cyberattacks, with severity and incidence increasing daily. The importance of the railroads to America's economy, the potential for damage on a transcontinental scale to both freight and passenger traffic and the vulnerability of the entire rail system to a dispersed attack are all making the railroads an increasingly attractive target for hackers and cybercriminals.

Railroads are currently adopting smart rail and Internet of Things (IoT) solutions that promise great benefits in terms of efficiency, maintenance, availability of assets and overall performance. However, their adoption also increases the vulnerability of railroads to cyberattacks and hacking. Another contributing factor is the expanding use throughout the rail network of commercial off-the-shelf systems (COTS). Adopting 5G communications as the rail infrastructure communications backbone encourages the adoption of dispersed COTS edge systems as part of critical communications systems and network functions, further increasing vulnerability to cyberattacks. Also at increased risk, is the vast network of legacy control systems, remote control units and SCADA systems upon which the safety and performance of the entire American railroad systems rely.

A spate of cyberattacks

Rail systems both in America and in Europe have already been subject to several significant attacks.

At the CeBIT Hannover Fair in 2015, a rail network simulation was created as an experiment to determine the intensity of attacks against typical rail infrastructure. The simulation was highly realistic, with CCTV feeds, control interfaces, train schedules and running time status updates. Over a period of six weeks, the researchers recorded 2,745,267 cyberattacks on the simulation. In about 10 percent of the attacks, the hackers managed to gain some limited control of the system. Hackers returned again and again, probing deeper into the system each time. If the experiment had lasted for

CONTINUOUS NETWORK

monitoring, analytics and intelligence enables firms to adopt active defense strategies against cyberattacks.

longer than six weeks, hackers might have gained much greater control of the network, with the potential to create significant damage.

In November 2016, hackers attacked San Francisco's light-rail system. The hack opened all station gates across the network, allowing passengers to travel for free, while paralyzing ticket machines and rendering them out of order. Ticketing systems in station agents' booths also crashed. The attack lasted for two days. The geographical origin of the San Francisco light-rail attack is unclear, with evidence pointing to Russia, although North Korea and Iran are possible, among others.

In May 2017, Deutsche Bahn, the German national rail network, suffered an attack on its data systems. The WannaCry virus affected 450 Deutsche Bahn computers, bringing down passenger information systems, ticket machines and CCTV networks. The same attack, which is thought to have originated in North Korea, hit the national railway systems in both Russia and China. Two automobile manufacturers, Renault and Nissan UK, were also affected, halting production robots on both companies' assembly lines. And the largest organization in Europe, NHS England, was attacked, affecting MRI scanners, blood storage refrigerators and operating theater equipment, causing operations to be cancelled and ambulances diverted from affected hospitals.

Just how vulnerable a rail network can be was demonstrated by a teenager in Lodz, Poland, who in 2008, altered a television remote control and took over the industrial control systems managing light-rail track points in the city. Four trains were derailed and 12 people injured as a result.

Why railroads are so vulnerable

A few factors make America's railroad infrastructure particularly vulnerable. One of the highest risk factors is the infrastructure's distributed network architecture—electronic components and industrial control systems are spread across sections

One of the highest risk factors is the infrastructure's distributed network architecture—electronic components and industrial control systems are spread across sections of lines and throughout rolling stock.

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of lines and throughout rolling stock. This distributed architecture is coupled with long equipment lifecycles, a diverse supply chain and a range of technologies. As a result, it is common to find legacy equipment and controllers working side by side with the newest solutions. A 20-year-old DCS can be coupled to an IP-based IoT controller. The heterogeneity of the equipment can make it difficult to manage and enforce unified security.

Many of the dispersed control systems feature proprietary protocols that were designed for a non-connected world, where systems ran in their own self-contained and isolated networks. The belief that trackside and rolling stock controllers and systems are protected by being “air-gapped” is a myth. The advent of IoT devices, connected rail systems



and on-board entertainment and broadband systems means that every part of the infrastructure, regardless of whether it is a legacy or proprietary system, is potentially connected to the outside world.

Response strategies to attack are crucial

Failing to identify potential vulnerabilities within the railroad network and prepare for any possible attack can be the greatest vulnerability of all. The 2017

THE HETEROGENEITY of the equipment used on American railroads can make it difficult to manage and enforce unified security.



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WannaCry attack on Deutsche Bahn illustrates perfectly that ignorance is not always bliss.

The Deutsche Bahn security team identified the virus at a very early stage of the infection. However, according to an analysis by DB Netz AG cyber expert Christian Schlehuber, provided to the Intelligent Rail Summit 2017 in Vienna, the organization had no plans for defending against such an attack. Moreover, as the attack took place at night, the team could not reach relevant management to formulate a plan and receive permission to implement it. Schlehuber described the company's "incident management processes" as "challenged."

The Deutsche Bahn experience underscores the importance of simulating and emulating various attack scenarios and developing

comprehensive response strategies in advance.

Securing rail with active defenses

Faced with the increased threat of a devastating cyberattack, what can rail transportation firms do to protect themselves?

Railroad firms can successfully defend both their IT and their OT infrastructures against the most determined attack by going beyond the static, fixed-line defense strategies of conventional cybersecurity. Instead, rail transport firms should adopt agile, active cyber defenses based on data-driven intelligence and continuous cyber surveillance that covers not only IT infrastructure but also industrial control systems, both IP-enabled and legacy. Cyber surveillance should also include all interfaces between

IT infrastructure and control and operational technologies.

Continuous network monitoring, analytics and intelligence enables firms to adopt active defense strategies against cyberattacks. Such an approach also opens the way to intelligence-led and data-driven approaches to technological and legal cyber remedies.

Rail transport companies must aim for defenses in depth. Such defenses require identifying all points of vulnerability, in both operations and information technology systems, and understanding how they can interact, possibly in completely unexpected ways. Defense in depth is crucial: It can slow down attackers, provide early warning and give defenders the time and space to organize and implement prepared response plans to defend rail systems. **MT**



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is managing consultant, Security Consulting at Spirent SecurityLabs. Gostomelsky is a security researcher with a passion for securing technology that makes civilized life possible. He is focused on satellite systems security, SCADA systems supporting the critical infrastructure and wireless networks.



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➔ www.TolarMfg.com



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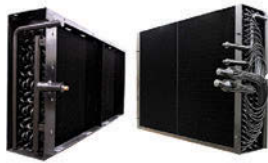


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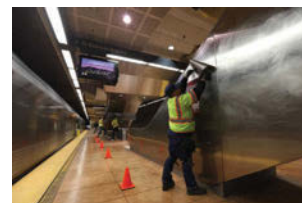
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www.utcaerospacesystems.com

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www.utcpower.com

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www.uber.com

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www.ubisense.net

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ultraLEDlighting.com

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www.ultramain.com

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www.unioncountyseating.net

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www.wabtec.com/business-units/unitrac-railroad-materials

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www.youngtouchstone.com

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ISC Applied Systems
ISR Transit
IVU Traffic Technologies AG
Icertis
Icomera
Idrive, Inc.
In Motion Technology Inc.
InSight USA
InSite Solutions LLC
IndigoVision Inc.
Infax, Inc.
InfoSight Corporation
InfoZen Inc.
Infodev
Information Management Consultants Inc.
Innovision Research & Technology
Inrix
Insite Wireless Group LLC

Integrated Spatial Solutions Inc.	MicroPower Technologies Inc.	PTV America Inc.	SamsRide
Intellect Corp.	Microdesk	PTV Group	Samsung Electronics America Inc.
Interalia	Mincom	Panasonic Corp. of North America	SanUVAire, LLC
International Core Exchange (ICE4Cores)	Mission Manager Inc.	Panduit Corp.	Santa Barbara Signs & Graphics
International Electronic Machines Corp.	Mobile Mark	Panel-Brite, Inc.	Scale Products Co.
International Name Plate Supplies Ltd.	Mobilicom Ltd	Papercast	Scheduleline
Intersection	Mobiliya	Parabeam b.v.	Sentry 360 Security Inc.
Iris GmbH	Moovel	Parabit Systems	Seon Design Inc.
Kapsch CarrierCom	moovit	Parker Hannifin Corp. - Electronic	SharesPost Inc.
Kenwood USA Corp. Comm. Sector	Motiv Power Systems	Controls Division	Sharp Electronics Corporation
Keolabs	Moxa Americas Inc.	Passio Technologies	Shofur LLC
KinergyPower	Mozio Inc.	PatrolEyes	Shuttle Computer Group Inc.
Kontron America Inc.	Multimedia LED Inc.	Peerless-AV®	Siemens Industry Sector
L.B. Foster	NEC Corporation	Penta Corporation	Siemens Mobility Services
LECIP INC.	NEC Display Solutions of America Inc.	Phoenix Contact	SightLogix
LG Electronics USA Inc.	NFC Forum	Photonplay Systems Inc	Signalling Solutions Ltd.
LNI Custom Manufacturing Inc.	NLnovalink	Plan Group Inc.	Siklu
Lacor/Streetscape	NTT Data	Planar Systems Inc.	SinglePoint Communications
Lander Simulation & Training	NanoLumens	PlantCML	Skyline Products Inc.
Solutions S.A.	Nanov Display Inc.	Proheat	Smart Software Inc.
Lanner Electronics Inc.	National Wireless Advantage Inc.	Proterra	SmartTray
Lantech Communications Global Inc.	NavCom Technology Inc.	Protran Technolog	Smartmaps
LightGuard	Navman Wireless USA	Proxim Wireless Corp.	Solana Networks Inc.
Lilee Systems	Navori Labs	Pryme Radio Products	Solid
Linktise	Navtrak	Pulse Voice	Sony Electronics
Litemax Technology Inc.	New England Welding Inc.	Quintiq, Inc.	Spacecraft Components Corp.
Local Motors	NextBus, Inc.	Quixote Transportation Technologies Inc.	Spectra Logic
Logena Automotive LLC	Nextel Communications	RAD	Sperry West Inc.
Logic Supply	Nokia	RCC Consultants Inc.	Stalker Radar & Lidar
Logic Tree Corp.	Nomad Digital Ltd.	REI	Starled Inc.
Loop Energy	Norman Data Defense Systems, Inc.	RMG Networks	Stoneridge Inc.
Lordon Inc.	Novax Industries Corp.	RSM Services	StrataGen Systems
Louroe Electronics	NoviSign	Radio Frequency Systems	Strategic Mapping Inc.
Lumenor Consulting Group	Numecent	Radwin	Stratio Automotive Inc.
Luminator Technology Group	Nvision Rail	Railhead Vision Systems	Strix Systems Inc.
Lytix	OLEV Technologies	Rajant Corp.	SunBriteTV
MAGTEC Products Inc.	ORBCOMM	Rand Worldwide	Suncoast LED Displays LLC
MEN Micro Inc.	Omnivex	Raycap	Sunrise Systems Electronics
MISCO Speakers	On Time Consulting Services	Red Ball Internet	SurgeX
MJM Innovations	OnCommand Connection	RedView	Swiftly Inc.
MS Transit Solutions (MSTS)	OnSign TV	Reflect Systems Inc.	Swimlane
Mackenzie Laboratories Inc.	OnTrackNorthAmerica Inc.	Reveal Media	Syncromatics Corp.
Macro Corporation	Ontira Communications	RideCo	Synergration Inc.
Magenta Research	Opoli Technologies	Ride Systems	TC Communications Inc.
March Networks	Optibus	RideCell	TEB Technology
Masabi US Ltd	Oracle Corp.	RIT Technologies	TI Training Corp.
Matrox Graphics Inc.	Orlaco	Ritron Inc.	TKH Security Solutions USA
MaxAccel	OurBus	Riverside Mfg., LLC	TRC Companies, Inc.
McCain, Inc.	Outdoor Link	Robotic CarParks	TSO Mobile
Medius	Outfront Media Inc.	Rockwell Collins	Tait Radio Communications
Mentor Engineering	Oznet Systems Inc.	Roemer Ind.	Tech Products Inc.
Mer Security	PCTEL	Rogers Corp.	Telargo Inc.
Meridian	PRP Industries Inc.	Romaine Electric	TeleNav
Mesh Networks	PSI Transcom GmbH	Roper Mobile Technology	Telephonics
MetroBee		Rosco Vision Systems	Teleste
		Round Trip Graphic	ThingTech
		RouteMatch Software	Trapeze Group
		SIGNET Electronic Systems Inc.	TripSpark Technologies
		SIL4 Systems	Uptake
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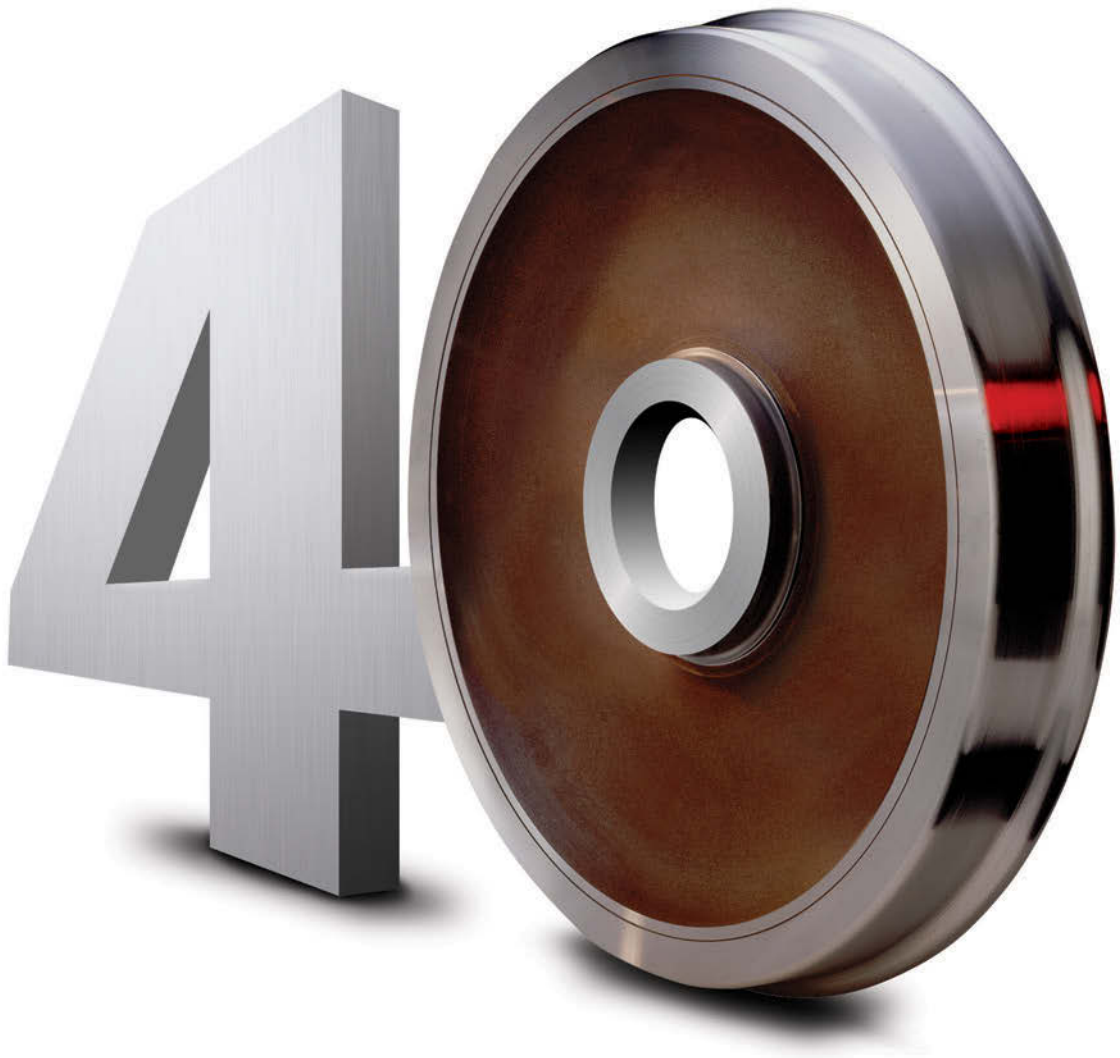
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