



June 7, 2021

To: Executive Committee
From: Darrell E. Johnson, Chief Executive Officer
Subject: Agreement for System Security Program Review and Update

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Overview

Consultant support services are necessary to provide subject matter expertise and technical support for the review and update of the Security Program for the Orange County Transportation Authority. Board of Directors' approval is requested for the selection of a firm to perform the required services.

Recommendations

- A. Approve the selection of ADS System Safety Consulting, LLC, as the firm to provide consulting services to review and update the Security Program.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C-0-2729 between the Orange County Transportation Authority and ADS System Safety Consulting, LLC in the amount of \$345,692 to provide consulting services to review and update the current security program.

Discussion

A review and update of the Orange County Transportation Authority's (OCTA) Security Program is needed to ensure that OCTA continues to practice best industry standards in terms of providing a secure environment for both employees and ridership. This review and update has five major components: review and identification of internal OCTA security functions, review and analysis of OCTA policies and procedures, updating of the current security plan, creating a training plan, and the development of a short- and long-term strategic plan.

The review of internal security functions will include interviewing key personnel in order to validate or identify responsibilities not currently included in OCTA's security plan and a review of job descriptions. Security systems and function performed by employees will then be cross checked against current policies and

procedures for identification of possible gaps. The review process will enable the analysis and development of an updated security plan.

The development of a comprehensive training plan will follow, which will be compliant with the Transportation Security Administration and the Federal Transit Administration regulations. The creation of a training plan will allow for an updated exercise and training schedule ensuring employees are trained on best security practices in a transit environment.

Lastly, a threat and vulnerability assessment will also be included, which will help inform the development of short- and long-term strategic goals as it will include a combination of all the previously outlined reviews and assessments and place them in a priority and logical order. This will allow OCTA to better leverage and maximize financial resources when planning and implementing new or enhanced security features.

Following the tasks noted above, which are estimated to require approximately 24 months to complete, a full-scale exercise, compliant with the Homeland Security Exercise and Evaluation Program, may be required to complete this project.

Procurement Approach

This procurement was handled in accordance with OCTA's Board of Directors (Board)-approved procedures for professional and technical services. Various factors are considered in an award for professional and technical services. Award is recommended to the firm offering the most comprehensive overall proposal considering such factors as project organization and staffing, prior experience with similar projects, work plan, as well as cost and price.

On January 20, 2021, Request for Proposals (RFP) 0-2729 was issued electronically on CAMM NET. The project was advertised in a newspaper of general circulation on January 20 and 25, 2021. A pre-proposal teleconference was held on January 26, 2021, with 13 attendees representing ten firms. Three addenda were issued to provide a copy of the pre-proposal registration sheet and to respond to questions related to the RFP.

On February 23, 2021, ten proposals were received. An evaluation committee consisting of OCTA staff from Contracts Administration and Materials Management, Security and Emergency Preparedness, Health, Safety and Environmental Compliance, Scheduling and Bus Operations departments, as well as an external evaluator from Superior Court of California, County of Orange, met to review all proposals received.

The proposals were evaluated based on the following evaluation criteria and weightings:

- Qualifications of the Firm 25 percent
- Staffing and Project Organization 25 percent
- Work Plan 30 percent
- Cost and Price 20 percent

Several factors were considered in developing the criteria weightings. Qualifications of the firm was weighted at 25 percent as the firms had to demonstrate experience reviewing, strengthening, and designing comprehensive security programs. Staffing and project organization was weighted at 25 percent as the project team had to demonstrate expertise with project management and planning skills. Work plan was weighted highest at 30 percent because the firm had to present an approach that included a comprehensive review and assessment of existing security policies and procedures with specific recommendations of implementation measures to improve existing security policies and procedures. The project includes a current security program review, security plan development, and development of a multiyear strategic plan. Cost and price were weighted at 20 percent to ensure OCTA receives competitive pricing for the proposed services.

On March 8, 2021, the evaluation committee reviewed all proposals received based on the evaluation criteria and short-listed the two most qualified firms. The two short-listed firms are listed below in alphabetical order:

Firm and Location

ADS System Safety Consulting, LLC (ADS)
Los Angeles, California

Guidepost Solutions, LLC (Guidepost)
Los Angeles, California

On March 18, 2021, the evaluation committee interviewed the two short-listed firms. The interviews consisted of a presentation to demonstrate the firms' understanding of OCTA's requirements for this project. The firms' project managers and key team members had an opportunity to present qualifications and respond to the evaluation committee's questions. Questions were asked relative to the firms' experience performing similar services with projects involving security program reviews, the specific challenges in executing the work plan, surveys that would identify security culture, and strategies to ensure high response rates. Additionally, the firms were asked to explain their approach

when creating threat level categories and discuss differences between internal and external forces. Finally, firms were asked to clarify questions related to each firm's proposal.

After considering the responses to the questions asked during the interviews, the evaluation committee reviewed the preliminary rankings and adjusted individual scores; however, the overall ranking of the firms did not change as a result of the interviews.

Based on the evaluation of the written proposals, information obtained from the interviews, as well as cost and price, the evaluation committee recommends ADS for consideration for award. The following is a brief summary of the proposal evaluation results.

Qualifications of the Firm

The short-listed firms are qualified and demonstrated experience providing related services.

ADS has provided risk-based system safety and security engineering and consulting service since its founding in 2011 and has 43 employees. ADS has experience working on identical projects with the Los Angeles County Metropolitan Transportation Authority, Sonoma-Marín Area Rail Transit system, Hampton Roads Transit, District of Columbia Department of Transportation DC streetcar system, and the Honolulu Authority for Rapid Transportation. ADS' main office is located in the City of Los Angeles. The firm is the primary contractor for the Maryland Transit Administration safety system services, Capital Metropolitan Transportation Authority's on-call safety and security management, Metropolitan Transit Authority of Harris County safety support, and the Tri-County Metropolitan Transportation District of Oregon's on-call safety management system consulting services contract.

Guidepost was founded in 2010 as a global investigations and security company with 200 employees, and is located in the City of Los Angeles. The firm has proven experience contracting with transit companies including performing a threat and vulnerability assessment for the Metro Transit District in King County, Washington, in addition to providing a safety and security management plan for the Madison Street G Line bus expansion for King County. The firm created security master plans for the Utah Transit Authority, emergency operations planning for the San Francisco Municipal Railway, security consulting and design for the New York Metropolitan Transit Authority, and on-call security services for select San Bernardino County-owned facilities.

Staffing and Project Organization

ADS proposed a qualified team with experience related to providing services developing, managing, supporting, and overseeing security programs. The proposed project manager has more than 15 years of system security experience focused on public transportation, and has developed and managed public transit system security and emergency management programs while serving as Security Manager for the Charlotte Area Transit System and Chief Safety and Security Officer of the New Orleans Regional Transit Authority. The proposed system security consultant brings over 20 years of transit safety and security experience and has served as both Deputy and Chief Safety and Security Officer for Honolulu Authority for Rapid Transportation. The proposed project team demonstrated transportation background and familiarity with federal regulations. During the interview, the project team provided comprehensive responses to the evaluation committee's questions.

Guidepost proposed an experienced team. The proposed project manager has 37 years of experience, as well as demonstrated knowledge and experience in security operations and technology. The project manager has worked on related projects including the City of Los Angeles Civic Center and King County Metro Transit Threat and Vulnerability Assessment. The technical lead has over 40 years of experience with relevant projects that include the King County Metro Master Plan, San Francisco Municipal Railway emergency plans development, and the California Department of Transportation Statewide Assessment. Individuals from the proposed project team responded to questions during the interview, but not all team members participated in the discussions.

Work Plan

ADS presented a work plan that addressed all elements of the scope of work and its requirements. The firm provided a thorough approach to completing each task and proposed enhancements to the scope of work requirements. The firm clearly identified an approach to identify recommended countermeasures that can be implemented to improve OCTA's overall risk resiliency by identifying risk items at each step of the process and focusing on the risk reduction of assets or practices that are critical to the continuity of operations. The proposed categories will be defined by critical assets, associated risk rating and recommended countermeasures. The proposal cited examples of where the firm has provided training for other transportation agencies and how they would apply that experience and knowledge to OCTA.

Guidepost's work plan demonstrated an understanding of the project requirements. The firm discussed specifics of the scope of work and presented a detailed work plan. Guidepost provided details on the firm's approach to evaluate physical security elements by using principles of natural surveillance, territorial reinforcement and activity, and maintenance. Guidepost also provided examples of similar work performed in King County; however, they only included a few references regarding how the work plan is specific to OCTA.

Cost and Price

Pricing scores were based on a formula which assigned the highest score to the firm with the lowest firm-fixed price and scored the other proposals' firm-fixed price based on its relation to the lowest firm-fixed price. ADS' firm-fixed price was slightly lower than the price proposed by Guidepost. ADS also proposed a price lower than the OCTA project manager's independent cost estimate. Therefore, ADS' proposed firm-fixed price is deemed fair and reasonable.

Procurement Summary

Based on the evaluation of the written proposals, the firms' qualifications, and the information obtained from the interviews, as well as pricing, the evaluation committee recommends the selection of ADS as the top-ranked firm to provide consulting services on the review and updating of the current security program. ADS delivered a comprehensive proposal and an interview that was responsive to the requirements of the RFP.

Fiscal Impact

The project was approved in OCTA's Fiscal Year 2020-21 Budget, Account No. 1316-7519-A0001-OSS and is funded through general funds.

Summary

Staff is recommending that the Board of Directors authorize the Chief Executive Officer to negotiate and execute Agreement No. C-0-2729 between the Orange County Transportation Authority and ADS System Safety Consulting, LLC in the amount of \$345,692 to provide consulting services to review and update the current security program.

Attachments

- A. Review of Proposals, RFP 0-2729 Security Program Review and Update
- B. Proposal Evaluation Criteria Matrix (Short-Listed Firms), RFP 0-2729 Security Program Review and Update
- C. Contract History for the Past Two Years, RFP 0-2729 Security Program Review and Update

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