



Board Report

File #: 2022-0511, File Type: Contract

Agenda Number: 40.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 15, 2022

SUBJECT: AGENCY ENTERPRISE SECURITY ARCHITECTURE ASSESSMENT

ACTION: APPROVE CONTRACT AWARD

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a professional service firm-fixed price Contract No. PS77693-3000 to Regents & Park, in the amount of \$1,259,400, subject to resolution of protest(s), if any.

ISSUE

High-profile cyberattacks on public and private infrastructures such as the recent intrusion of the New York MTA, the ransomware attack on the Colonial Pipeline operation, and the breach of the JBS meat-packing plants highlight the vulnerable nature of critical infrastructure and the emerging threat profile of public and investor-owned systems. Further, the organizations' true economic and public-trust reputation suffered because of these financially motivated malicious criminal activities.

Entities or groups that attempt to breach computer security, including foreign governments that sponsor or condone activities to access data/intelligence to target governments, organizations, or individuals (aka nation-state actors), have become more sophisticated over time while private and public sector organizations struggle to keep up with new threats introduced by advancing technology and the need to support these vital systems.

BACKGROUND

Metro must continually review and improve its information security posture to manage the current and evolving risk and threat landscape. While Metro is actively implementing recommendations and remediations from other completed security reviews, it is evident Metro must concurrently engage and contract with a well-qualified information security consulting firm in assessing modern Agency IT, IoT/ Industrial Internet of Things (IIoT) systems and SCADA/ICS asset risks.

Keeping with the agency-wide goal of providing safe, secure, private, efficient, and high-quality services to its customers, Metro has identified the following non-exhaustive list of Cyber Security Domains to be included in the scope of this Security Architecture Review (SAR).

- Governance, Compliance, and Organization
- Data Protection
- Security Risk Management
- Tiered Security
- Centralized Management
- Least Privilege/Least Denial
- Role-based Access Authorization
- Separation of Duties
- Identity and Access Management
- Incident Response
- Host and Endpoint Protection
- Application, Database, and Mobile Protection
- Network Cloud and Data Center
- Security Awareness Training
- People
- Process
- Tools

DISCUSSION

Metro intends to contract with Regents & Park to conduct an in-depth evaluation of the agency's information security program and architecture.

The result of this agency-wide assessment will provide the following deliverables:

- Highlight existing and future weaknesses in the Metro Security Architecture;
- Provide recommendations for improvement in key performance areas;
- Outline and prioritize short, medium, and long-term recommendations designed to improve the organization's security posture based on its risk profile and level of security maturity at the time of review; and
- Identify and examine the holistic risk posture of the organization to provide specific findings where organizational economies-of-scale through automation could lend to a reduction in operational complexity, organizational risk, and costs.

The Security Architecture Assessment will perform a study that uncovers systemic security issues in our environment. Metro would like to maximize its return on any security technology investment by evaluating our needs and validating the security of our existing deployments. The result is an actionable roadmap to help remediate identified security deficiencies.

This review and assessment output will complement ongoing Governance, Risk Management and Compliance (GRC) initiatives and provide the foundation for Metro's Security technology roadmaps.

DETERMINATION OF SAFETY IMPACT

The contract award will directly and positively impact the agency's safety, security, service quality,

and systems reliability posture. Providing a current and refreshed agency-wide assessment of the current Metro IT security architecture and risk profile provides senior leadership with the visibility and insights to make informed technology and resource decisions to secure the Metro Enterprise and its supported systems adequately.

FINANCIAL IMPACT

Funding for this service is included in the FY23 Adopted Budget under Project Number 300119, Cyber Security Architecture Assessments, Cost Center 2613 - Physical Security.

Impact to Budget

The funding source is an FY20 Transit Security Grant Program (TSGP) Award for Facilities Hardening, Video Management System/Security Intelligence, and Cyber-Security, which is not eligible for bus and rail capital and operating expenditures. No other source of funds was considered for this project because the TSGP funding completely covers this expenditure.

EQUITY PLATFORM

Metro technology systems and services are contained within data centers, rail operations centers, subway stations, and bus garages in multiple locations throughout LA County. These on premise and web-based systems host various bus/rail, bike, rideshare, and related services serving all demographic communities. This contract will identify potential security risks so they can be addressed and remediated, thus preserving the public trust of Metro's stakeholders.

The services are not anticipated to impact the external customer community adversely (e.g., people of color, low income, disabled, marginalized communities, minorities, women, disadvantaged or disabled veterans).

This open solicitation included a Small Business Enterprise (SBE) goal of 12% and a Disabled Veteran Business Enterprise (DVBE) goal of 3% for the project management contract. The recommended firm made a 30.54% SBE commitment and a 4.17% DVBE commitment.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The Security Architecture Assessment supports **Metro Vision 2028 Strategic Goal 5**: Provide responsive, accountable, and trustworthy governance within the Metro organization.

ALTERNATIVES CONSIDERED

The Board may choose not to proceed with the contract award. This option is not recommended based on the need and desire to protect, defend, and secure real-time information and mission-critical infrastructure from cyberattacks; and the commitment to continually enhance the security and privacy of information and data for our customers.

NEXT STEPS

Upon approval by the Board, staff will execute the contract, and the contractor will provide a Project Management Plan (PMP) with a detailed review and work breakdown structure (WBS) schedule focused on the key activities to produce the contract deliverables and other warranted deliverables based on the vendor's methodology/approach for conducting information security engagements over a twelve-month (12) period following award.

ATTACHMENTS

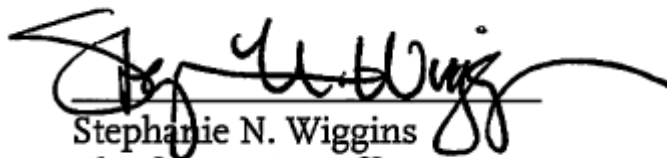
Attachment A - Procurement Summary

Attachment B - DEOD Summary

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Stephanie N. Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

AGENCY ENTERPRISE SECURITY ARCHITECTURE ASSESSMENT / PS77693-3000

1.	Contract Number: PS77693-3000	
2.	Recommended Vendor: Regents and Park	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: 05/25/2022	
	B. Advertised/Publicized: 05/25/2022	
	C. Pre-Proposal/Pre-Bid Conference: N/A	
	D. Proposals/Bids Due: 06/15/2022	
	E. Pre-Qualification Completed: 08/25/2022	
	F. Conflict of Interest Form Submitted to Ethics: 06/21/2022	
	G. Protest Period End Date: 09/21/2022	
5.	Solicitations Picked up/Downloaded: 37	Bids/Proposals Received: 2
6.	Contract Administrator: Annie Duong	Telephone Number: (213) 418-3048
7.	Project Manager: Janice Lim	Telephone Number: (213) 922-5590

A. Procurement Background

This Board Action is to approve the award of Contract No. PS77693-3000 to Regents and Park (R&P) to perform an in-depth evaluation of the agency's information security program and architecture. Board approval of contract award is subject to resolution of all properly submitted protest(s).

On May 25, 2022, Request for Proposal (RFP) No. PS77693-3 was issued as a competitive procurement in accordance with Metro's Acquisition Policy. The proposed contract type is a firm fixed price.

The RFP was issued with a race-neutral Small Business Enterprise (SBE) goal of 12% and a Disabled Veteran Business Enterprise (DVBE) goal of 3%.

No amendments were issued during the solicitation phase of this RFP. There were 19 questions received and responses were provided prior to the proposal due date.

A total of 37 firms downloaded the RFP and were included on the plan holders list. A total of two proposals were received by the due date of June 15, 2022, from the following firms listed below in alphabetical order:

- 1) AEON Group LLC

2) Regents and Park (R&P)

B. Evaluations of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Systems Architecture & Technology Integration, ITS Administration, and Information Security Department conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights that were published in the RFP:

1) Qualifications/Experience	20 Points
2) Execution of Work Scope	40 Points
3) Work Schedule and Deliverables	20 Points
4) Price	20 Points
Total	100 Points

The evaluation criteria are appropriate and consistent with criteria developed for similar procurements. Several factors were considered in developing these weights, giving the greatest importance to the Execution of Work Scope.

On July 05, 2022, the PET completed its independent evaluation of the proposals and determined the proposals were technically acceptable. Regents and Park was determined to be the highest ranked firm.

The following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Regents and Park				
3	Qualifications/Experience	84.85	20%	16.97	
4	Execution of Work Scope	76.68	40%	30.67	
5	Work Schedule and Deliverables	80.00	20%	16.00	
6	Price	100.00	20%	20.00	
7	Total		100%	83.64	1
8	AEON Group LLC				
9	Qualifications/Experience	44.65	20%	8.93	
10	Execution of Work Scope	29.68	40%	11.87	
11	Work Schedule and Deliverables	56.65	20%	11.33	
12	Price	99.05	20%	19.81	

13	Total		100%	51.94	2
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C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate (ICE), price analysis, technical evaluation, fact-finding, and negotiations.

	Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
1.	Regents and Park (R&P)	\$1,399,500.00	\$1,494,900.00	\$1,259,400.00
2.	AEON Group LLC	\$1,413,000.00		

Staff successfully negotiated a cost savings of \$140,100 from the original proposal amount.

D. Background on Recommended Contractors

Regents and Park (R&P) has been in operation since 2009 specializing in diverse, multi-disciplinary skill sets and complex integrated technologies. Headquartered in Huntington Beach, California, R&P has a history of providing assessment services such as PCI Risk Management, P&P reviews, and Toll Road Assessment. R&P has provided satisfactory work for Metro in the past.

DEOD SUMMARY

AGENCY ENTERPRISE SECURITY ARCHITECTURE ASSESSMENT

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 12% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. Regents & Park, an SBE, exceeded the goal by making a 30.54% SBE and 4.17% DVBE commitment.

Small Business Goal	12% SBE 3% DVBE	Small Business Commitment	30.54% SBE 4.17% DVBE
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	SBE Subcontractor	% Committed
1.	Regents & Park (SBE Prime)	30.54%
	Total SBE Commitment	30.54%

	DVBE Subcontractor	% Committed
1.	MERP Consulting	4.17%
	Total DVBE Commitment	4.17%

B. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.