



Date: April 19, 2016

To: Thomas J. Bonfield, City Manager

Through: W. Bowman Ferguson, Deputy City Manager

From: Steven Hicks, Director, General Services Department

Subject: Professional Services Contract with Elert & Associates for the City Wide Security Assessment and Strategic Plan

Executive Summary

In 2015 a multi-year Capital Improvement initiative was proposed to provide a complete analysis of City wide security threats and support a long-term strategic plan to design and implement appropriate levels of physical security protection at City asset locations in accordance with current best practices and security industry guidelines. Included in the initiative is a risk benefit assessment of current City facilities and an implementation plan for phased security upgrades across various departments and sites in the City including City Hall, Department of Parks and Recreation Operations, Recreation Centers and Pool Facilities, Fleet Management Fire Maintenance, Emergency Services Communications, General Services, Public Works and Solid Waste Management.

As part of this initiative, the City of Durham's General Services Department identified the need to utilize the services of a security consulting firm that specializes in conducting risk assessments of municipal physical assets for the purpose of making recommendations and developing a comprehensive and strategic security plan. This plan will be used as a baseline standard for security upgrades and procedures relative to major renovation and new construction projects across the City.

The Request for Qualifications for Professional Services was advertised on November 10, 2015; a pre-submittal conference was conducted on November 24, 2015; and written submittals from nine (9) firms were received on December 10, 2015. Interviews were conducted from January 14 - 21st, 2016 by an evaluation committee made up of City staff from Technology Services, the Department of Equal Opportunity / Equity Assurance and General Services. Elert & Associates was determined by the City's evaluation committee to be the top-ranked security consulting firm for the project.

Recommendation

The General Services Department recommends that the City Council:

1. Authorize the City Manager to negotiate and execute a Professional Services contract with Elert & Associates Networking Division, Inc. for the City Wide Security Assessment and Strategic Plan Project not to exceed an anticipated maximum cost of \$78,000.00;
2. Establish a project contingency of \$7,800.00 and;
3. Authorize the City Manager to negotiate and execute amendments to the City Wide Security Assessment and Strategic Plan contract, provided the total contract cost does not exceed \$85,800.00.

Background

City operations facilities have experienced high levels of theft, vandalism and vagrancy in recent years. Since 2011, PWOC has recorded over ninety-five incidents of vandalism and thefts resulting in losses valued at over \$100,000. During the same time period, losses at Solid Waste Management were estimated at \$46,200 including the recent theft of a pickup truck after a break-in at the new Transfer Station. In its first eight months of operation the new DPR Operations facility had nearly \$10,000 worth of equipment stolen. The Weaver Street Recreation Center has recorded undesirable and illegal activity at a rate of 3-4 incidents a week, including two homicides within 50 yards of the center in the last two years. The playground area has also suffered repetitive damage from vandalism. Emergency Communications radio tower sites have suffered repeated break-ins and the theft of copper grounding rods leaving critical emergency response communications equipment vulnerable to electrical surge damage. The data above does not account for the loss of productivity for staff who relied on the lost or damaged equipment to perform their jobs or who had to take time to clean-up and make repairs after an incident.

In response to Departmental concerns about these incidents, the General Services Department completed a preliminary assessment for security upgrades at multiple City locations including Fleet Management Fire Maintenance, Parks and Recreation Operations, Public Works, Solid Waste Management and General Services facilities. It was determined that a security consultant should be engaged to perform a risk benefit analysis in order to best align future security measures to the level of risk present at a facility. The security consultant would follow up this analysis by developing a set of prototypical security standards for other City facilities and assets. These standards – to include surveillance cameras, servers, software and procedures along with other physical security upgrades like site lighting, entry controls and fencing – will be the basis of design for security in future new construction and major renovation projects; insuring that future work is efficient and coordinated with the City's security operation and technology infrastructure.

Issues/Analysis

The security of staff and visitors is the top priority for the City of Durham which currently has a number of electronic physical security measures in place at various facilities including electronic card access systems, alarms and surveillance cameras and associated servers. While some aspects of the City's physical security have improved recently, several challenges remain. Among these is the need to continuously assess evolving threats to the City, develop comprehensive policies and procedures that mitigate or eliminate those threats, and implement uniform technologies and systems that establish an integrated security standards program.

To tackle these challenges, the General Services determined that a priority should be placed on obtaining the services of a security consulting firm with established credentials and strong experience in:

1. Security and risk assessments, to include evaluation of organizational structure, policies and practices, security equipment and systems integration.
2. State-of-the-art technologies and systems that provide efficient security systems in a cost-effective fashion.
3. Policies, standards and procedures needed for an effective security environment.
4. Development of a long-range security master plan to include recommendations for future expansion of hardware devices and their prioritization.
5. Working within a local government environment that values collaboration and openness.

The project will include risk assessments of City facilities in order to determine current effectiveness at providing protection and prevention from vandalism, crime, theft, potential terrorist activities and/or other threats and vulnerabilities as identified during the assessment phase of the services. The primary goal of the assessment is to identify gaps in the City's current security systems that may present a risk to staff, visitors and City property and make recommendations that will close those gaps in an efficient and cost-effective manner. Embedded in that goal is the requirement that the chosen consulting firm will provide a written plan and make recommendations to assist the City in standardizing equipment, systems, policies and procedures for the various locations.

Specific expectations for this project include:

- Complete assessment and identification of any vulnerability issues or shortcomings with existing security equipment, systems and procedures at select City facilities. This will include, but is not limited to: electronic access control systems, alarm systems, video surveillance systems and server infrastructure and intercom/emergency phone communications.
- Review of current operations, to include organizational structure and staffing that relates to security of the physical areas included in the assessment.
- Recommendations for security policies and procedures to be implemented as part of the City's comprehensive security program.
- Development of a final written plan that will include but not necessarily be limited to recommendations for improvements in equipment, procedures and deployment of new security systems and controls. These improvements will encompass both immediate needs and phased project planning and include detailed inventory of all equipment, expected life cycles and a replacement schedule for said equipment. The written plan shall also include a prioritized list for implementing changes to security systems and procedures.
- Preparation of scopes of work including installation procedures and technical specification recommendations, estimates and justifications for individual security projects at specific priority sites. CIP funds for the project have been reserved for implementation of this future phase of work.

Approval of the Assessment and Strategic Plan contract will permit the consultant to proceed with the risk assessment portion of work, followed by the site-specific facility assessments, and then, the comprehensive City Wide Security Master Plan, with a total project duration of 16 weeks.

Alternatives

General Services staff recommends proceeding with the City Wide Security Assessment and Strategic Plan as the only viable alternative. Contracting for security equipment planning and installation upgrades without these standardized guiding documents would add inefficiencies, time and cost.

Financial Impacts

| Amount | Munis Codes <i>Org - Object – Project</i> | Description |
|---------------------|---|------------------------|
| \$ 78,000.00 | 3000C002-731003-CC003 | Professional Services |
| \$ 7,800.00 | 3000C002-731900-CC003 | Contract Contingencies |
| \$ 85,800.00 | TOTAL | |

Security Assessment and Strategic Plan scope of work phases:

- Comprehensive City Wide Security Risk Assessment Design \$ 12,000
- Per-Site Security and Risk Assessment \$ 50,000
- Comprehensive Security Planning \$ 16,000

SDBE Summary

The Equal Opportunity/Equity Assurance Department reviewed the proposal submitted by Elert & Associates of Stillwater, Minnesota and have determined that they are in compliance with the Ordinance to Promote Equal Business Opportunities in City Contracting.

SDBE REQUIREMENTS

The MSDBE and WSDBE goals were not set.

WORKFORCE STATISTICS

Workforce statistics for Elert & Associates are as follows:

| | |
|-----------------|----------|
| Total Workforce | 35 |
| Total Females | 7 (20%) |
| Total Males | 28 (80%) |
| Black Males | 0 (0%) |
| White Males | 27 (77%) |
| Other Males | 1 (3%) |
| Black Females | 1 (3%) |
| White Females | 6 (17%) |
| Other Females | 0 (0%) |