



Meeting of the Operations and Oversight Committee

Thursday, January 10, 2019 • 10:00 a.m.
2nd Floor Boardroom, 3400 Victoria Blvd., Hampton, VA.

A meeting of the Operations and Oversight Committee is scheduled for Thursday, January 10 at 10:00 a.m. in the 2nd Floor Boardroom, 3400 Victoria Blvd., Hampton, VA.

The agenda and supporting materials are included in this package for your review.



Meeting of the Operations and Oversight Committee

Thursday, January 10, 2019 • 10:00 a.m.
2nd Floor Boardroom, 3400 Victoria Blvd., Hampton, VA.

AGENDA

1. Approval of the December 2018 Operations and Oversight Committee Meeting Minutes
2. Review Action Items
3. Procurement Recommendations to the Committee:
 - a. Request for approval of Contract 18-79499, Automated Bus Technology Consortium (Phase I)
 - b. Request for approval of Contract 18-78378, Elizabeth River Ferry Dock Reconstruction
 - c. Request for approval of Contract 18-78367, Legal Services (Renewal)
 - d. Request for approval of Contract 18-78353, Security Guard Services (Renewal)
 - e. Request for approval of Contract 18-79496, TRAFFIX general Communications and Marketing Consultant Services
 - f. Request for approval of Contract 18-78498, Two (2) 40' MAX Suburban Diesel Buses
 - g. Upcoming Procurements
4. Operations Update
 - a. ABBG/GOAL Presentation
5. Audit Update
6. Old and New Business
7. Adjournment

The next Operations & Oversight Committee Meeting will be held on Thursday, February 14, 2019 at 10:00 a.m. at 509 E. 18th Street, Norfolk, VA



Meeting of the Operations and Oversight Committee

Thursday, December 6, 2018 • 10:00 a.m.
509 E. 18th Street, Norfolk, VA

MEETING MINUTES

Call to order

Commissioner Parnell called the meeting to order at 10:02 a.m.

Commissioners in attendance:

Commissioner Fuller, Chesapeake
Commissioner Parnell, Norfolk
Commissioner Gray, Hampton
Commissioner Kanoyton, Hampton
Commissioner Woodbury, Newport News
Commissioner Rowe, Portsmouth
Commissioner Hennessee, VADRPT

Hampton Roads Transit Staff in attendance:

Ray Amoruso, Chief Planning and Development Officer
Amy Braziel, Sr. Executive Assistant
Conner Burns, Chief Financial Officer
Alesia Cain, Chief Information Technology Officer
Margaret Denoncourt, Internal Auditor
Sheri Dixon, Manager of Revenue Services
William Harrell, President and CEO
Sonya Luther, Director of Procurement
Michael Perez, Director of Rolling Stock
Benjamin Simms, Director of Bus and Rail Transportation
Mark Stemple, Director of Maintenance
Robert Travers, Corporate Counsel
Derrick Snowden, Chief Safety and Security Officer
Sibyl Pappas, Chief Engineering and Facilities Officer
Brandon Singleton, Assistant Director of Budget
Keisha Branch, Capital Programs and Grants Administration Officer
Ron Hodges, Director of Business Development
Fevrier Valmond, Contracts Manager

Others in attendance:

Andrew Ennis, VADRPT

The December Operations and Oversight meeting package was distributed electronically to committee members and the media in advance of the meeting. The meeting package consisted of:

- Agenda
- Minutes from the Previous Meeting
- Procurement Items for Approval
- Presentations

Approval of the November 2018 Minutes

A motion to approve the November 2018 Meeting Minutes was made by Commissioner Woodbury and properly seconded by Commissioner Gray.

The November 2018 Meeting Minutes were approved by a unanimous vote.

Review of the Operations and Oversight Committee Action Items

- **Advertising Pricing Adjustment Determination**
Mr. Amoruso stated that staff is currently evaluating the pricing and will have a report next month.
- **Technology Roadmap Presentation**
Tabled to the last item on the Agenda.

Request for Approval of Contract 18-78368, Provision of Magnetic Fare Media

Ms. Sonya Luther formally presented Contract 18-78368, Provision of Magnetic Fare Media

There was some discussion regarding the cost of the raw material cost increase.

There was a discussion regarding technology changes that may impact need for this type of media and the need for option years.

There was a question regarding the number of bidders and the potential to get additional bidders in the future. There was a request for staff to show, in writing, that they have reached out to other potential bidders.

A motion to recommend approval of Contract 18-78368, Provision of Magnetic Fare Media was made by Commissioner Woodbury and was properly seconded by Commissioner Rowe.

Contract 18-78368, Provision of Magnetic Fare Media was approved by a unanimous vote.

Upcoming Procurements

The upcoming procurements were included in the meeting package.

Operations Update

Mr. Mark Stemple provided an update on the recent Grand Illumination Parade in Norfolk and the Holly Dazzle events taking place in Newport News.

Audit Update

Ms. Margaret Denoncourt gave a report regarding VDOT Fitness for duty.

There was some discussion regarding the finding presented by Ms. Denoncourt and Mr. Ben Simms provided information on how the finding was being corrected.

Ms. Denoncourt stated that there will be a Safety and Security Department audit next month.

Ms. Denoncourt stated that there is a proposed audit schedule that needs approval.

There was discussion regarding reporting data into OLGA to include the requirement for reporting and tracking and how data is entered.

There was additional discussion regarding adjusting the audit schedule, moving ridership to the top.

A motion to move the audit on ridership to the top of the schedule and to approve the audit schedule as amended was made by Commissioner Hennessee and properly seconded by Commissioner Gray.

The audit schedule was approved by unanimous decision.

Virginia Department of Rail and Public Transportation (VADRPT) Safety Audit

Mr. Andrew Ennis with the VADRPT gave the presentation on the Safety Audit as enclosed in the meeting package.

There was a discussion regarding the Corrective Action Plans that need to be addressed regarding the improvements the City has made and is making in the vicinity of the Civic Plaza Light Rail Station. Mr. Ennis stated that the City's construction activities have modified Civic Plaza from the original design that was

approved by the DRPT. Consequently, the State is requiring several remediations be made to improve the current condition of Civic Plaza Station.

It was stated that HRT staff met with city staff beginning in Spring of 2017, and on multiple occasions thereafter regarding this issue. Most meetings and conversations have been memorialized in formal correspondence, including emails between HRT and the City.

Mr. Robert Travers stated that the remedial actions required by the State must be performed on City property. HRT cannot unilaterally enter and alter City property. Mr. Travers stated that the City was put on notice of the remedial actions that would be necessary on multiple occasions.

There were questions posed regarding potential consequences from the State in the event the remedial actions required by the State are not made. Mr. Ennis advised that the ultimate consequence would be the shutdown of The Tide.

There was a question regarding a deadline as to when the safety issues need to be fixed. It was stated that there is no timeline *per se* as the State wanted to allow the City and HRT to have a conversation and formulate a plan. Mr. Ennis stated that they would like to see some movement on addressing the concerns within the year.

Commissioner Parnell stated that he would assist with getting a response from the City of Norfolk.

Mr. Harrell requested that Mr. Ennis give HRT a formal letter that can be submitted to the City of Norfolk. It was stated that the letter from the State outlining the issues brought forth will be delivered to the Norfolk City Manager and the Transportation District Commission of Hampton Roads (TDCHR) Board will be copied.

Commissioner Rowe stated that it is Norfolk's right of way but since HRT is the user, from a legal standpoint, HRT will be involved if a lawsuit stemmed from an accident.

There was discussion regarding who will be financially responsible for the cost of the design, etc. and if there is a possibility of DRPT shutting the system down if improvements are not made. Mr. Derrick Snowden stated that Norfolk had been provided with a construction plan regarding the required remedial actions.

Commissioner Rowe requested a safety hazard identifier.

It was asked if bypassing the Civic Plaza station eliminates the safety hazards. Mr. Ennis stated that bypassing Civic Plaza does not eliminate the hazard as the train would still have to move through the station area.

Action item: Staff to brief O&O again next month on this issue.

There was a question regarding what Mr. Ennis was responsible for and who, at the state level, is responsible for other modes? It was stated that the FTA provides federal oversight and that the FTA relies on state oversight for rail and is working toward the same for other modes but right now just the FTA oversees.

It was stated that a full review has to be done every 3 years and is segmented so it can be done annually on a rolling basis.

Mr. Harrell had Mr. Ennis address the safety requirements which stemmed from WAMATAs safety issues. Mr. Ennis provided an update regarding funding tied to performance. FTA has had direct oversight of WAMATA for the past 2 years and noted financial impacts and penalties.

Commissioner Gray left at 11:26 am.

Technology Road Map Presentation

Mr. Harrell provided an overview of what upcoming budgetary issues need to be addressed on an ongoing basis in the coming fiscal years. Mr. Harrell emphasized three areas that need to be specifically addressed: (1) Safety and Security; (2) Technology; and (3) Work Force Retention, to include salary increases for non-union employees who have not received an increase in over 3 years.

Mr. Harrell stated that staff will be bringing forward details on these investments in coming months.

Mr. Harrell stated that fuel pricing has been volatile, and prices are expected to remain as such and that needs to be addressed in the budget.

Commissioner Woodbury left at 11:33 am.

It was stated that most capital resources have been directed around the fleet but there is a need move resources toward other agency improvements.

Ms. Alecia Cain gave a presentation on the plan for HRTs future IT infrastructure as enclosed in these minutes.

There was some discussion regarding the number of staff in the technology department and the cost of the contracts for technology that were approved last year.

Commissioner Rowe Left 11:42 am.

Commissioner Parnell mentioned cyber security and the age of some of the systems and questioned how some security type contracts get funded and mentioned possibility of grants.

New and Old Business

There was no old or new business presented.

Adjournment

The meeting was adjourned at 11:56 a.m.

Respectfully submitted by:
Amy L. Braziel, CAP-OM
Sr. Executive Assistant

HRT Technology Project Roadmap FY2019-FY2024



HRT Technology Plan

Purpose:

Provide update on major enterprise-level technology strategies and initiatives for HRT'S Technology Department Fiscal Year 2019 through Fiscal Year 2024

HRT's Core Technology Needs Areas:

- **Customer Experience Enhancements** – provide innovative solutions, services and systems (software, hardware, technology infrastructure, etc.) that positively impact and improve passenger and external stakeholder communications and customer relations
- **Transit Operations Support** – provide solutions, services and systems that ensure core agency services are running effectively and efficiently
- **Administrative Systems Support** – provide solutions, services and systems that support and maintain the internal business needs of the agency
- **Technology Infrastructure Improvements** – provide solutions, services and systems utilized to run basic office administrative and operational needs that provide the backbone to all internal departments and to external customers and clients
- **CyberSecurity** – provide strategic and tactical planning for a security framework applied to both information technology (IT) and operational technology (OT) to support a secure organizational environment including discovery and recommendation of security solutions, and development of security policies, procedures and standards.

Aligning Technology Strategic Plan with Business Priorities

HRT Mission:

To connect Hampton Roads through high quality, safe, efficient, and sustainable transportation services.

HRT Technology Mission:

- The Technology Department's mission is to deliver technology solutions and to help drive organizational change incorporating emerging IT trends, innovation and transformative leadership in support of HRT's transit operations goals of delivering safe, efficient and sustainable services.
- The Technology Department actively partners with HRT business units to design solutions tailored to the needs of the agency and customers.

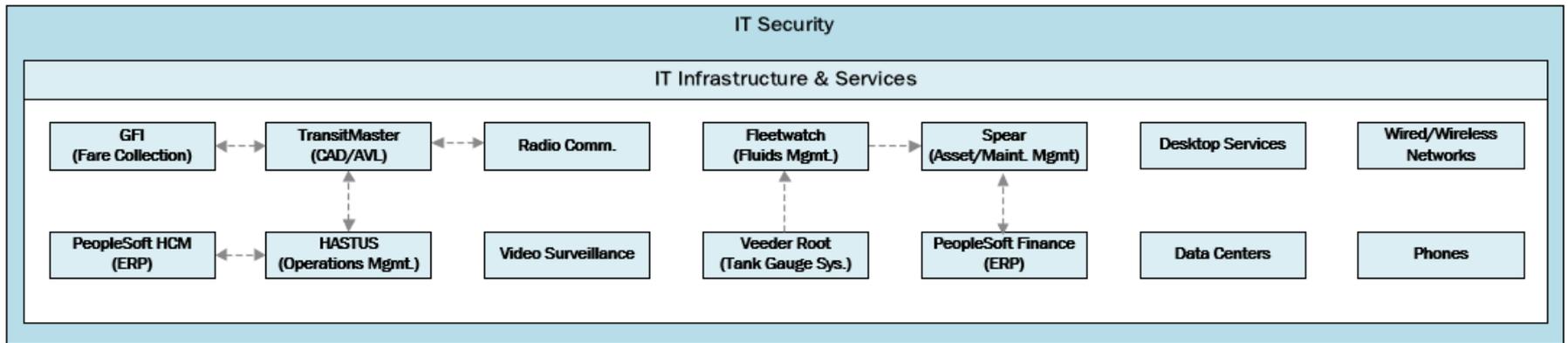
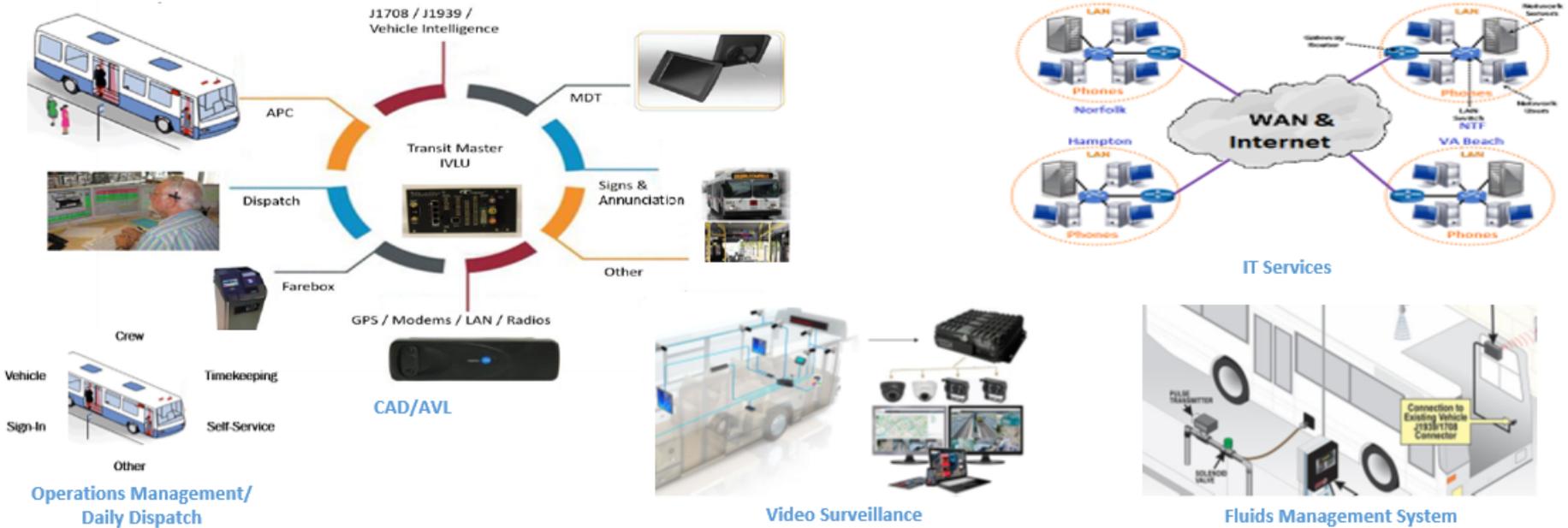
HRT Technology Goals:

- Implement Innovative, Cost-Optimizing Strategies:
 - **Digital-First** - Business Process Automation, Mobile Applications, Real-Time Information
 - **Cloud-First** - Hosted Services, Infrastructure As A Service, Virtualization, Big Data/Cloud Hosted Analytics
- Secure, Protect HRT Technology Assets – at all times, from any location, on all devices.
- Effective Coordination and Use of Resources – to ensure an efficient, reliable, sustainable technology environment and workforce.
- Transform HRT Technology – into a valued IT service partner to HRT business units providing improved efficiency and service levels aligning actions and expenses to business needs as the agency transforms and innovates.
- Technology Asset Assessment and Prioritization - prioritize and invest in technology state of good repair projects in an effort to set baseline targets to improve current state, achieve a more resilient infrastructure and optimize technology.



Establish Transformation Roadmap to prioritize and manage operational support activities and improve the customer's transit experience

HRT Technology Department Overview



HRT Technology Department Overview

Current Technology Department Staffing:

- Headcount: 31
- Total Vacancies: 9
- Budgeted Vacancies: 4 of 9

Technology FY19 Operating Budget: \$6,059,602 (Includes Salary)

Technology FY19 Capital Budget: \$14,315,818

Number of Software Applications Supported: >170

Number of Servers Being Managed: >140

Number of Workstations, Laptops, Mobile Devices: >800

Number of Network Connected Locations: 16 (includes 2 Tower Sites and Light Rail Alignment)

HRT Technology Department Overview

Office of the CIO/CTO (Support Services) – directs and coordinates agency-wide information resource planning to ensure that agency information technology (IT), information management (IM), and IT security resources are selected and managed to provide maximum value to the agency. The CIO/CTO has oversight responsibility over the entire Technology Department IT portfolio and has operational responsibilities consisting of local area networks, wide area networks, desktops and backend services for all HRT modes. The CIO/CTO also promotes entrepreneurship, innovation, investment and alliances to address transit issues by creating technology solutions. The CIO/CTO is also implementing a holistic cybersecurity plan to strengthen HRT's security framework. The CIO/CTO also maintains the **Technology Project Management Office (TPMO)** and the **Information Technology Security Office (ITSO)**.

Technology Infrastructure & Operations Services (TIOS) – provides wired and wireless connections between customer devices (such as workstations and laptops) and agency networks, providing internet access and Agency IT and OT systems, services and applications. Network Services assists with knowledgeable technical support to help manage relationships between HRT and external suppliers such as equipment supply houses and system maintenance vendors. Network Services also aims to provide reliable, high speed, secure, and accessible network services to sustain Agency business needs. The Technology Department runs the agency IT Helpdesk that includes support for all agency workstations, laptops, agency-procured cellular phones, multi-function devices for printing, faxing, scanning and copying, working hard to ensure all staff can work effectively. The Technology Department keeps key software and hardware up-to-date, available and secure.

Intelligent Transportation Systems (ITS) – HRT's ITS division focuses on intelligent vehicles, intelligent infrastructure and the creation of an intelligent transportation system through integration with and between these two components. ITS staff manage and support a variety of on-vehicle transit technologies and applications. advanced sensors, computers, electronics, and communications technologies as well as management strategies – in an integrated manner – providing traveler information – to increase the safety and efficiency of the transit system.

Enterprise Technology Solutions (ETS) – is responsible for managing the IT Services portfolio which consists of projects that have been approved by the CIO/CTO in collaboration with Agency Executive Management. Maintaining business relationships to ensure awareness of customer needs is the primary focus of ETS. Responsibilities include Identifying, prioritizing, authorizing, managing, and controlling information technology projects, programs, and other related work, to achieve specific strategic agency objectives. Revenue Systems Support, Database Services, Web Services, Business Intelligence and Analytics are managed through this division.

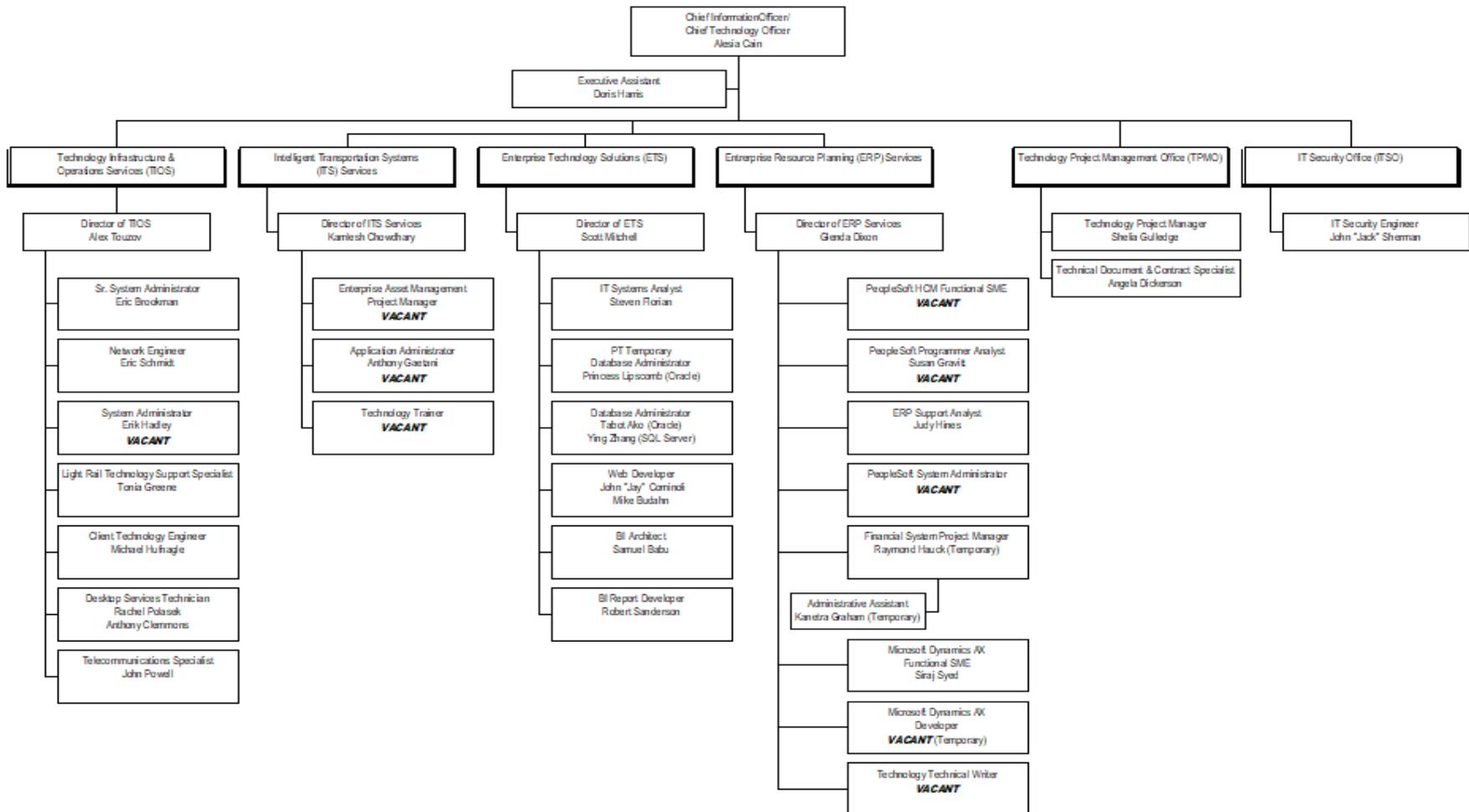
Enterprise Resource Planning (ERP) Services – is responsible for providing implementation services and technical support, primarily for users of the agency's ERP systems including: PeopleSoft HCM, PeopleSoft Financials and the new Microsoft Dynamics 365 implementation. ERP Services Staff specialize in application-level technical services and management of the support process with a focus on results oriented, quality support and responsiveness.

Technology Project Management Office (TPMO) - serves as the primary point of contact for all technology-related project requests. The TPMO was established in 2017. The TPMO focuses on prioritizing projects and strategically utilizing resources to move projects to success.

IT Security Office (ITSO) – is responsible for ensuring network and information system security. Goals include establishing a standard, integrated approach to ensure the Agency becomes secure and compliant as well as making sure that everyone who uses computer or network services understands how to keep their computer, data, and other electronic devices secure are critical to keeping the agency and its assets protected.

Technology Organizational Chart

Technology Department



HRT Technology Procurements

FY2018-FY2019 Procurements

Approved:

1. LogicTree Interactive Voice Response (IVR) One-Year Support Renewal
2. Trapeze TransitMaster CAD/AVL Annual Support Renewal
3. Trapeze TransitMaster CAD/AVL Back-Office System Upgrade
4. GIRO HASTUS Scheduling/Dispatch System Annual Support Renewal
5. Cox Wide Area Network, Internet and Telephone Services Renewal
6. DiRAD Interactive Voice Response (IVR) System Implementation
7. SPEAR 4i™ Software Annual Support Renewal
8. PeopleSoft Human Capital Management Managed Services
9. Oracle Enterprise Database Annual Support Renewal
10. Microsoft Enterprise Agreement (EA) Software License Renewal
11. Light Rail Video Surveillance System Upgrade

Known Upcoming:

1. Information Technology Risk Assessment Consulting Services
2. Disadvantaged Business Enterprise Compliance Management Software
3. Bus On-Vehicle CAD/AVL Equipment Replacement
4. Bus Video Surveillance Equipment and Network Upgrades
5. Light Rail Supervisory Control and Data Acquisition (SCADA) Systems Back-Office Upgrade

FY18

Technology Accomplishments

2018 Goals - Achieved	Complete
➤ Partnered with Human Resources and Finance to Re-organize the Technology Department For Better Service Delivery	✓
➤ Implemented Office 365 Agency-Wide – Migrated >600 Email Boxes and Implemented Microsoft Productivity Tools Agency-Wide	✓
➤ Implemented New Technology Project Intake Request and Initiation Process	✓
➤ Partnered with TRAFFIX and Marketing to Re-design and Launch New Mobile-Responsive TRAFFIX Website	✓
➤ Launched Automated Agency Key Performance Indicator Dashboard on Agency Website	✓
➤ Formalized Technology Department Technical Training Program for Technology Infrastructure, Operations and Security Staff	✓
➤ Overhauled Connect Hampton Roads Website Implementing New Content Management System (CMS), News/Blogging, and Email Marketing Campaign Functionality	✓
➤ Partnered with Marketing and Communications Providing Technology Infrastructure for Student Freedom Program Launch and Expansion	✓
➤ Expanded Data Center to Cloud – Implemented Microsoft Azure	✓
➤ Partnered with Records Management to Upgrade Records Management System	✓
➤ Implemented Mobile Ticketing Pilot at Virginia Beach Oceanfront (With Visual Validation)	✓
➤ Improved Communications and Wide Area Network – Doubled throughput, added services, upgrade/replaced legacy equipment	✓
➤ Performed Structured Cabling, Network Upgrades and Technology Improvements at Virginia Beach, HTC, NNTC, and Hampton HQ	✓
➤ Partnered with Customer Service to Replace Agency Interactive Voice Response (IVR) System	✓
➤ Partnered with Transit Operations in the Creation of Daily Operations Report Dashboard	✓

FY19

Planned Technology Goals

2019 Goals – In Process	Complete	Underway
➤ Launch Re-designed Mobile-Responsive, Customer-Centric GoHRT.com Website		✓
➤ Financial Software System Replacement Project Implementation		✓
➤ Enterprise Asset Management (EAM) System Implementation Project (Rolling Stock and Facilities)		✓
➤ Modernize Ferry Fare Collection Technology and Infrastructure		✓
➤ Upgrade Paratransit Software – Trapeze PASS		
➤ Launch Mobile Ticketing Pilot (Phase 2 With On-Board Validation)		✓
➤ CAD/AVL Back-Office System Upgrade		✓
➤ Real-Time Information Planning and Development		✓
➤ Light Rail Supervisory Control and Data Acquisition Systems (SCADA) Back-Office System Upgrade Requirements Review		✓
➤ LR Video Surveillance On-Vehicle Equipment Replacement		✓
➤ Begin Fleet-wide Bus On-Vehicle Video Surveillance Equipment and Network Infrastructure Upgrade		✓
➤ IT Risk Assessment		✓
➤ Perform Technology Asset Baselining Assessment		✓
➤ Business Continuity and Disaster Recovery Implementation		✓
➤ Technology Strategic Plan and Governance Framework		✓
➤ Began Network Intrusion Prevention System Build-Out (On-Premise and In Cloud)		✓
➤ Continue Virtualization – Physical to Virtual Ratio 85% Virtual : 15% Physical		✓
➤ Support Agency Transformative Technology Initiatives – Pilots		✓

FY20-24

Planned Technology Goals

2020-2024 Goals - Planned

- **Documentation, Distribution and Communication of HRT IT Strategic Plan**
- **Implementation of Enterprise Information Technology Service Demand Framework based on Information Technology Infrastructure Library (ITIL) – To Align Technology Services with Business Needs**
- **Design and Implement Unified Communications Strategy - Voice Transformation**
- **Partner with Human Resources to Implement Transit Technology Internship Program**
- **Implement Windows Desktop and Laptop Managed Replacement Program**
- **Implement Data Security Infrastructure – NIST Cybersecurity Framework**
- **Partner with Procurement to Implement Technology Procurement, Streamlined Vendor Management and Supply Chain Security Framework**
- **Finalize Implementation of Centralized Agency Data Warehouse and Big Data Analytics**
- **Complete CAD/AVL Back-Office System Upgrade**
- **Begin CAD/AVL On-Vehicle Equipment Upgrades**
- **Complete Enterprise Asset Management System (EAM) Implementation**
- **Incorporate Technology Assets into Enterprise Asset Management (EAM) System**
- **Complete Financial Software System (FSS) Implementation**
- **Complete Human Capital Management (HCM) System Upgrade**
- **Complete HASTUS Scheduling and Dispatch System Upgrade**
- **Complete Real-Time Passenger Information Implementation**
- **Complete Fleet-wide Bus On-Vehicle Video Surveillance Equipment and Network Infrastructure Upgrades**
- **Completion of Light Rail Supervisory Control and Data Acquisition Systems (SCADA) Back-Office Upgrade**
- **Expansion of Mobile Ticketing Fleet-wide and Multi-Modal**

HRT Technology FY18-19 Planned Improvements

Customer Experience

- Improve Customer Communications
- Provide alternative Fare Collection Technology
- Incorporate Open Framework for Data Sharing and Mobile Application Creation

Transit Operations

- Transit Operations System Upgrades and Integrations to improve service efficiencies and response
- Build out Agency Data Warehouse with improved data quality and reporting

Cyber Security

Creation and Institution of Agency Cyber Security Program following security standards to meet new State and Federal requirements and better protect the agency from cyber security threats

Administrative Systems

- Perform Enterprise System Upgrades and Implement Integrations with Operations Systems to support Agency strategic goals
- Improve technology operations using innovation to enable more efficient business processes and data-driven management decisions

Technology Infrastructure

- Perform foundational technology upgrades to capabilities, infrastructure and redesign network to speed up delivery of data and services supporting transit operations
- Collaborate with local cities on connectivity and regional initiatives

Technology Project Listing & Funding Sources

HRT Core Technology Needs Area	Technology Active Project Listing	Funding	Total Budget	Compliance/Regulatory /Security	Enhancement
Customer Experience	Mobile Ticketing Pilot - Phase 2 (With On-Board Validation)	Grant	\$ 292,830.00		ENHANCEMENT
	Interactive Voice Response System (IVR) System Replacement	Operating	\$ 1,175,500.00	SGR	ENHANCEMENT
	Ferry Fare Collection Technology Upgrade, Purchases and Installation	Grant	\$ 1,533,871.00	SGR	ENHANCEMENT
Transit Ops	Trapeze CAD-AVL Back-Office Upgrade/Real-Time Information Implementation	Grant	\$ 1,850,768.00	SGR	ENHANCEMENT
	Trapeze CAD-AVL On-Vehicle Equipment Replacement	Grant	\$ 505,571.00	SGR	
	Paratransit NTD Mitigation - Phase 1 Trapeze PASS Map Data Upgrade	Operating	\$ 51,175.00	NTD	
	Paratransit NTD Mitigation - Phase 2 Trapeze PASS Software Upgrade	Operating	TBD	NTD	
	Light Rail Supervisory Control and Data Acquisition Systems (SCADA) Back-Office System Upgrade	Grant	\$ 230,000.00	SGR	
	Light Rail Video Surveillance On-Vehicle Equipment Replacement	Grant	\$ 159,728.00	SGR, SECURITY	
	TVM PinPad Replacement	Capital	\$ 253,500.00	SECURITY	
	Fleet-Wide Bus On-Vehicle Video Recording Equipment and Network Infrastructure Upgrades	Grant	\$ 1,781,500.00	SGR, SECURITY	
	Enterprise Asset Management(EAM) System Implementation	Grant	\$ 2,015,827.00	SGR	
Administrative Systems	Financial Software System Replacement	Grant	\$ 3,502,360.00	FMO, SGR	
	PeopleSoft HCM System Web Server Security Remediation	Operating	TBD	SECURITY	
	Hampton Facility Renovation - Technology Components	Grant	TBD	SGR	
Technology Infrastructure	Wide-Area Network/Communications Upgrade	Operating	\$ 998,610.00	SGR	ENHANCEMENT
	Technology Business Continuity/Disaster Recovery Implementation	Grant	\$ 215,414.00	FMO	
	Large Technology Infrastructure Overhaul	Grant	\$ 611,000.00	SGR	
Security	IT Network Security Governance/Planning/Implementation	Grant	\$ 1,087,000.00	SECURITY	13
	IT Risk Assessment	Grant	\$ 276,449.00	FMO, FINANCIAL AUDIT	

Key Technology Challenges

Key challenges have been identified based on collaborative interactions with Technology Management and Agency Executive discussions. HRT Technology Department will continue to work with all business units to overcome these challenges through collaborative efforts and strategic initiatives.

Key Challenges:

- Operational and SGR Funding
- Attracting and retaining Technology talent
- Aligning department resources and capacities with service demand
- Prioritization of Agency initiatives to inform the priorities of the Technology Department
- Adoption/Enforcement of IT Security and Cybersecurity Framework
- Implementing governance processes to set project priorities and maintain project controls
- Implementing technology, processes, and data with improved coordination, minimizing silos and duplicated efforts

Thank you!





HAMPTON ROADS TRANSIT
 DECEMBER 2018/JANUARY 2019
 OPERATIONS AND OVERSIGHT COMMITTEE
 ACTION ITEMS

Date	Action Item	Responsible Party	Due Date	Completed Date & Method
11/1/2018	There was a request for staff to evaluate the percentages of advertising space filled and the pricing to determine the need for a price adjustment. Staff to bring back findings to the Committee.	Planning and Development-R. Amoruso	12/6/2018	
11/1/2018	Request for HRT to provide a Technology Roadmap. HRT to present 1-year plan with financial projections at 12/6 Operations and Oversight Committee Meeting then years 2 & 3 by February 2019.	Information Technology- A. Cain	12/6/2018	Full plan with years 1-5 was presented to the O&O Committee on 12/6/2018. Presentation included in the 1/10/2019 meeting minutes.
12/6/2018	Request for HRT staff to provide an update on the safety hazard issues at Civic Plaza.	Safety & Security-D. Snowden	1/10/2019	

Contract No:	18-79499	Title:	Automated Bus Technology Consortium (Phase 1)	Total Price:	\$100,000
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Acquisition Description: Enter into a sole source contract with AECOM Technical Services, Inc. (AECOM) for participation in a transit agency consortium for the development of an automated bus technology deployment program.

Background: AECOM has created a unique public transit agency consortium for the purpose of conducting a multi-phase examination of the viability of implementing automated buses in each agency's fixed route service. The AECOM consortium will be comprised of transit agencies from around the country selected by AECOM. AECOM's stated goal is to diversify the characteristics of its participating agencies to the greatest extent possible in order to obtain a wide array of autonomous vehicle performance characteristics primarily based upon weather, terrain and geography. Such diversity will permit AECOM and the consortium participants to gain and benefit from as much data as possible from varying geographic locations and individual agency needs. AECOM has divided the work of the consortium into two (2) separate phases. A brief description of the work performed in each phase is as follows:

- The first phase, currently referred to AECOM as Preliminary Development, involves the participation by seven (7) to nine (9) diverse transit agencies. Preliminary Development will define potential routes, operating plans, automated bus specifications, funding strategies, deployment plans and an estimate of initial and ongoing costs for automated bus service for each agency.
- At the end of Preliminary Development, each agency will decide whether to continue their participation in the consortium. If an agency elects to proceed, it is anticipated that the participating agencies will join in a joint procurement to purchase the automated buses and deploy the same. AECOM will continue to work with Participating agencies to optimize the efficient operation and maintenance of automated bus service. If a transit agency determines that automated buses are not prudent or viable for its operations at the conclusion of Phase One, the agency may terminate its participation in the consortium at that time without penalty.

The procurement pertains exclusively to Phase One.

Contract Approach: Sole source procurements are permissible when only one source is practicably available, and the award of a contract is infeasible under small purchase procedures, sealed bids, or competitive proposals. Additionally, sole source procurements are permissible when the good or service is only available from one (1) responsible source because it involves a unique or innovative concept or capability not available from another source.

After reasonable inquiry, HRT could find any comparable programs employing similar concepts by any other entity in the transit field. Therefore, full and open competition was not feasible. Sole

Contract No:	18-79499	Title:	Automated Bus Technology Consortium (Phase 1)	Total Price:	\$100,000
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Source procurements are accomplished through solicitation and acceptance of a proposal from only one source.

A Request for Proposal (RFP) was issued on December 20, 2018 and AECOM provided a responsive proposal on January 2, 2019 in the amount of \$100,000. The proposal included pricing for partnership in the consortium for Phase 1.

A price analysis was performed utilizing comparative pricing for other general planning Consultants. Based on the result of the price analysis performed, AECOM's proposal is deemed fair and reasonable.

AECOM is a global engineering firm based in Los Angeles, CA that provides professional, technical and management support services to both public and private sector clients.

The period of performance for this contract is one (1) year to complete Phase 1.

Cost/Funding: This contract will be funded with operating and grant funds.

Project Manager: Brian Smith, Chief of Staff

Contracting Officer: Sonya Luther, Director of Procurement

Recommendation: It is respectfully recommended that the Commission approve the award of a contract to AECOM Technical Services, Inc. for participation in a transit agency consortium for an automated bus technology deployment program in the not-to-exceed amount of \$100,000.

Contract No:	18-78378	Title:	Elizabeth River Ferry Dock Reconstruction	Total Price: Term	\$2,637,000 20 months
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Acquisition Description: Enter into a contract with a qualified firm for the design and reconstruction of the four (4) Elizabeth River Ferry (ERF) docks.

Background: The four (4) ERF ferry docks were built or reconstructed during a period from 1991 (High Street) to 2001 (North Landing). General repair efforts to correct storm damage and other obvious deficiencies affecting the ferry operation were completed in 2014. Subsequent ferry dock inspections were conducted in December 2015; the docks are generally in fair-to-good condition; however, a number of structural repair items requiring attention were identified. As of 2018, the current ERF ferry docks will have been in revenue service from 16 to 27 years; the ferry fleet has an average age nearing thirty (30) years. Given that all vessels and docks are exposed to a harsh marine environment and occasional storm events, almost all floating ferry assets are approaching the end of their useful lives and require either replacement or reconstruction. HRT has a requirement to restore and maintain the ERF to a state of good repair.

ERF ferry service commenced in 1984 and the current service is exempt from ADA accessibility compliance under the Act's "grandfather" clause. Replacement of the ferry fleet and reconstruction of the dock structures, however, triggers a concurrent evaluation of facility access. The current ferry dock facilities, with respect to ADA requirements, are not in full compliance with the applicable provisions of 36 CFR 1196, "Passenger Vessels Accessibility Guidelines". Under the terms of this agreement, the Contractor is be required to develop the ferry dock design, fabrication, installation, and project scheduling to bring the ERF facilities into a state of good repair, upgrade capacity where specified, and provide docks that are compatible with ERF's new vessels.

Contract Approach: A Request for Proposals (RFP) was issued on August 30, 2018. Twenty-eight (28) vendors were solicited through direct email. The solicitation was also posted to the Virginian Pilot and Daily Press (print and online); HRT's website; and, eVA's website. The eVA Report of Vendors Notified states that 542 vendors were advised of the solicitation via email. Thirty (30) vendors registered on HRT's website to download copies of the solicitation. One (1) proposal was received on October 22, 2018 from Corman Kokosing Construction Company (Corman) in the total amount of \$2,637,000. A post-solicitation survey conducted concluded that the other firms solicited did not possess the capability and/or capacity to provide the requirements as described in the Scope of Work (SOW); were reviewing the SOW for subcontracting opportunities; or, were currently otherwise committed to other projects. There was no indication that a re-solicitation to pursue more competition would have resulted in greater participation.

After initial review and evaluation of the proposal, HRT staff determined that Corman is deemed technically qualified, and therefore invited for discussions and negotiations. Negotiations focused

Contract No:	18-78378	Title:	Elizabeth River Ferry Dock Reconstruction	Total Price: Term	\$2,637,000 20 months
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on clarify scope items; and, reducing the proposed pricing. At the conclusion of negotiations, a Best and Final Offer (BAFO) was requested.

After an in-depth review an analysis of the BAFO received, and although Corman offered no concessions in price, HRT staff determined that Corman provided the best value to HRT based on a combination of technical capability and price. As a result, Corman's pricing is deemed fair and reasonable based on a price analysis performed utilizing the independent cost estimate and historical data. A contractor responsibility review performed confirmed that Corman is both technically and financially capable to perform the work.

Corman is located in Chesapeake, VA and has provided similar services to the Maryland Port Administration, based in Baltimore, MD; and, CSX Transportation, Inc., based in Jacksonville, FL.

The period of performance for this contract is twenty (20) months.

A DBE goal of 9% was established for this solicitation. Corman has committed to 1.48% DBE participation and provided acceptable documentation to demonstrate good faith effort for the remaining 7.52%.

Cost/Funding: This contract will be funded by grant funds.

Project Manager: Lee Roy Padgett, Director of Engineering

Contracting Officer: Sonya Luther, Director of Procurement

Recommendation: It is respectfully recommended that the Commission approve the award of a contract to Corman Kokosing Construction Company to perform Elizabeth River Ferry dock reconstruction in the not-to-exceed amount of \$2,637,000.

Contract No:	18-78367	Title:	Legal Services (Renewal)	Price: Term:	\$2,975,000 3yrs. w/2 1-yr Options
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Acquisition Description: Enter into a renewal contract with qualified legal firms to provide legal services on an as needed basis.

Background: Hampton Roads Transit (HRT) seeks qualified legal firms that maintain a local presence in the Hampton Roads service region to provide high quality legal services. Under the terms of this agreement, the legal firms shall possess adequate staff of experienced attorney(s), as well as support personnel to address the legal requirements of HRT. The firms shall provide a General Counsel to advise the Board of Commissioners regarding all legal aspects of the Agency business; specialist legal advice and services to HRT on corporate and transactional issues; liability matters, including personal injury and property claims; worker’s compensation issues; labor and employment matter; and, represent HRT in any formal or informal proceedings that involve the respective matter as needed.

Contract Approach: A Request for Proposals (RFP) was issued on August 31, 2018. Three (3) proposal were received on October 17, 2018 from the following firms:

- Pender and Coward (PC)
- Vandeventer Black (VB)
- Williams Mullen (WM)

Since no responses were received to a post-solicitation survey conducted, HRT deemed a re-solicitation to pursue more competition would not have resulted in greater participation.

Upon review and evaluation of the technical proposals, HRT staff determined that all three (3) firms were technically qualified to meet the requirements of the Scope of Work (SOW). The firms were each invited for discussions and negotiations. Negotiations focused on reducing the proposed hourly rates and achieve the most competitive pricing. At the conclusion of negotiations, Best and Final Offers (BAFOs) were requested.

As a result of the negotiations, Pender and Coward and Vandeventer Black both reduced their hourly rates by an average of approximately 1%, while Williams Mullen offered an hourly rate average reduction of approximately 9%. Pender and Coward’s and Vandeventer Black’s average hourly rates over the five (5) year period are the same as that of the previous contract; Williams Mullen’s average hourly rates for the five (5) years are approximately 8% over the previous contract rates.

A summary of the hourly rates for the three base years of the contract is as follows:

Contract No:	18-78367	Title:	Legal Services (Renewal)	Price: Term:	\$2,975,000 3yrs. w/2 1-yr Options
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	Senior Partner	Partner	Associate	Paralegal
General Counsel				
Williams Mullen	\$305	\$285	/	\$145
Vandeventer Black	\$320	\$295	\$225	\$125
Corporate				
Williams Mullen	\$305	\$285	\$235	\$145
Vandeventer Black	\$320	\$295	\$220	\$125
Liability Def.				
Pender & Coward	\$195	\$195	\$160	\$65
Vandeventer Black	\$225	\$205	\$190	\$120
Williams Mullen	/	\$250	\$225	\$145
Workers' Compensation				
Pender & Coward	\$165	\$165	\$145	\$90
Vandeventer Black	\$210	\$200	\$180	\$115
Labor & Employment				
Vandeventer Black	\$285	\$260	\$185	\$100
Williams Mullen	\$305	\$285	\$235	\$145

In order for HRT to have the ability to obtain the most skilled and experienced resources at the most favorable price when legal services are required and to account for the potential of ethical conflicts, a decision was made to award to all three (3) firms. Their proposed rates are deemed fair and reasonable based on a price analysis performed utilizing historical data, and the fact that pricing was obtained in a competitive environment. A contractor responsibility review performed confirmed that the firms are all technically and financially capable to perform the services.

Williams Mullen is headquartered in Virginia Beach, VA and provides similar services to Portfolio Recovery Associates, Inc. in Norfolk, VA; Universal Leaf Tobacco Company, Inc. in Richmond, VA; and, CONSOL Energy, Inc. in Canonsburg, PA. Williams Mullen also performs these services for HRT satisfactorily.

Vandeventer Black is headquartered in Norfolk, VA and provides similar services to Norfolk Airport Authority in Norfolk, VA; TCC Real Estate Foundation in Norfolk; and, VCU Health System Dept. of Professional Liability in Richmond, VA. Vandeventer Black also provides these services for HRT satisfactorily.

Pender & Coward is headquartered in Virginia Beach, VA and provides similar services to the Virginia Beach Public Schools; VML Insurance Programs in Glen Allen, VA; and Shelter Insurance Companies in Columbia, MI. Pender & Coward also provides these services to for HRT satisfactorily.

Contract No:	18-78367	Title:	Legal Services (Renewal)	Price: Term:	\$2,975,000 3yrs. w/2 1-yr Options
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The period of performance for this contract is three (3) base years with two (2) additional one-year options.

No DBE goal was established for this solicitation.

Cost/Funding: This contract will be funded with operating funds.

Project Manager: Robert Travers, Corporate Counsel

Contracting Officer: Fevrier Valmond, Senior Contract Specialist

Recommendation: It is respectfully recommended that the Commission approve the award of a contract to Williams Mullen, Vandeventer Black, and Pender & Coward to provide legal services in the combined not-to-exceed amount of \$2,975,000 for a term of five (5) years.

Contract No:	18-78353	Title:	Security Guard Services (Renewal)	Base Year Price: Total Option Price:	\$1,082,976.42 \$4,553,355.90 w/4-1 yr. options
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Acquisition Description: Enter into a renewal contract with a qualified Contractor to provide armed and unarmed security guard services at various HRT locations throughout the Hampton Roads Service area.

Background: Hampton Roads Transit (HRT) requires professional security guard services at facilities located throughout Hampton Roads and fare monitoring service on-board The Tide light rail vehicles. Under the terms of this agreement, the Contractor shall provide routine foot patrol during their scheduled shift and operating hours; respond to incident service calls; provide reports of incidents and other statistical information; and, perform other duties as directed by HRT's Project Manager. The Contractor shall have an established presence in Hampton Roads within HRT's service area; and, furnish corporate and on-site management, technical support, trained security, law enforcement, and any equipment, tools, materials, or supplies necessary to perform security guard services.

Contract Approach: A Request for Proposal (RFP) was issued on June 22, 2018. Seven (7) proposals were received on August 14, 2018 from the following firms:

- Allied Universal Security Services (Allied)
- Arrow Security (Arrow)
- Guard One Protective Services (Guard One)
- Securitas Security Services USA, Inc. (Securitas)
- Swanson Services, LLC (Swanson)
- Top Guard Services (Top Guard)
- U.S. Security Associates (U.S. Security)

Upon review and evaluation of the technical proposals, Arrow, Guard One, Securitas, Swanson and U.S. Security were eliminated due to technical deficiencies. The two remaining firms, Allied and Top Guard were deemed technically qualified for meeting the requirements of the Scope of Work (SOW) and as such, were invited to discuss their proposals and provide technical clarifications on their approach to the SOW.

At the conclusion of technical presentations, both firms were invited for further discussions and negotiations. Negotiations focused on clarifying assumptions made in establishing pricing, reducing hourly labor rates proposed and increasing the estimated hours required at certain security posts. At the conclusion of negotiations, Best and Final Offers (BAFO) were requested.

After a review and analysis of the BAFOs, HRT staff determined that Top Guard provided the best value to HRT based on a combination of technical capability and price. Top Guard's total pricing increased by \$648,187.26 due to the increase in estimated hours required by HRT; however, their

Contract No:	18-78353	Title:	Security Guard Services (Renewal)	Base Year Price: Total Option Price:	\$1,082,976.42 \$4,553,355.90 w/4-1 yr. options
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hourly rates decreased by an average of 0.5%. Rates for similar positions in the previous contract increased by an average of approximately 10% in the BAFO. The previous contract was awarded in 2013 for five (5) years, for services at fewer locations. Top Guard’s prices are deemed fair and reasonable based on a price analysis performed and the fact that the pricing was obtained in a competitive environment. A contractor responsibility review confirmed that Top Guard is technically and financially capable to perform the work.

Top Guard is headquartered in Norfolk, VA; and, has provided similar services to Tidewater Community College locations throughout Hampton Roads; the City of Norfolk; and, the City of Newport News. Top Guard also currently provides these services for HRT satisfactorily.

The Contract period of performance is one (1) base year, with four (4) additional one-year options.

No DBE goal was assigned for this solicitation; however, Top Guard is a certified DBE firm.

Cost/Funding: This contract will be funded with operating funds.

Project Manager: Rick Justice, Security Manager

Contracting Officer: Jason Petruska, Contract Specialist

Recommendation: It is respectfully recommended that the Commission approve the award of a renewal contract to Top Guard Services to provide security guard services in the not-to-exceed amount of \$5,636,332.32 over a five-year period.

Top Guard Services’ Summary					
Base Year	Option Year 1	Option Year 2	Option Year 3	Option Year 4	Total
\$1,082,976.42	\$1,104,851.08	\$1,126,822.58	\$1,149,381.80	\$1,172,300.44	\$5,636.332.32

Contract No:	18-78353	Title:	Security Guard Services (Renewal)	Base Year Price:	\$1,082,976.42
				Total Option Price:	\$4,553,355.90 w/4-1 yr. options

SOLICITATION RESULTS

OFFEROR	OFFER	BEST AND FINAL OFFER
Swanson Services, LLC	\$4,134,428.10	N/A
Guard One Protective Services	\$4,289,557.50	N/A
Securitas Security Services USA, Inc.	\$4,866,519.78	N/A
Top Guard Services	\$4,988,145.06	\$5,636,332.32
Allied Universal Security Services	\$5,293,012.77	\$6,229,051.67
U.S. Security Associates	\$5,492,518.62	N/A
Arrow Security	\$7,972,350.60	N/A

Contract No:	18-79496	Title:	TRAFFIX General Communications and Marketing Consultant Services	Price:	\$450,000
				Term:	1 year

Acquisition Description: Piggyback on an existing Commonwealth of Virginia, Department of Rail and Public Transportation (DRPT) Contract No. 505-18-CC0013 (State Contract) to provide Hampton Roads Transit’s TRAFFIX Department (TRAFFIX) with general communications and marketing consultant services.

Background: Using the competitive procurement process, on June 25, 2018, the Commonwealth of Virginia awarded Contract No. 505-18-CC0013 to Siddall Communications, Inc. (Siddall) to provide general communications and marketing consultant services during a period of three (3) years. Under the terms of the Contract, as a DRPT funds recipient, the Transportation District Commission of Hampton Roads dba Hampton Roads Transit (HRT) is considered an additional user. This procurement is to utilize the Siddall contract to assist TRAFFIX with marketing and advertising planning; media buys; and, concept development and production. It should be noted that HRT is often precluded from “piggybacking” on existing state contracts as those agreements often do not include all of the contractual terms mandated by the Federal Transit Administration. DRPT, however, included the mandated federal terms in the State Contract thus allowing HRT to procure services pursuant to this agreement.

Contract Approach: The original State Contract was competitively procured with a number of hourly labor rates for various positions, including, but not limited to Art Director, Production Director, Media Planner/Buyer and Creative Director. A breakdown of services to be provided is as follows:

Description	Not-to-Exceed Price
Events, Strategic Partnerships and Community Relations	\$75,000
<ul style="list-style-type: none"> • Community events • Strategic community relations • Employer/Employee events • Radio remotes • Television partnerships 	
Creative, Production, Administration, and Media Buying	\$80,000
<ul style="list-style-type: none"> • Website content • Employer outreach support materials • Media planning and buying • Creative materials 	
Production and Media	\$295,000
<ul style="list-style-type: none"> • Out of pocket and production costs • Media budget 	

Contract No:	18-79496	Title:	TRAFFIX General Communications and Marketing Consultant Services	Price:	\$450,000
				Term:	1 year

Based on a price analysis conducted by DRPT at the time of award of the State Contract, and the fact that the pricing was obtained in a competitive environment, Siddall's proposed price of \$450,000 is deemed fair and reasonable.

All Federal Transit Administration required certifications have been received and verified.

The period of performance for this contract is one (1) year.

A DBE goal of 2% was established for this solicitation and Siddall has committed to 2% DBE participation.

Cost/Funding: This contract will be funded by grant funds.

Project Manager: Ron Hodges, Director of Business Development

Contracting Officer: Sonya Luther, Director of Procurement

Recommendation: It is respectfully recommended that the Commission approve the award of a contract to Siddall Communications, Inc. to provide HRT's TRAFFIX Department with general communications and marketing consultant services in the not-to-exceed amount of \$450,000.

Contract No:	18-78498	Title:	Two (2) 40' MAX Suburban Diesel Buses	Price:	\$1,001,306
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Acquisition Description: Piggyback on an existing Commonwealth of Virginia, Department of Rail and Public Transportation (DRPT) Contract No. 194-75548 MA2274 to procure two (2) 40' "MAX" Suburban Buses (State Contract).

Background: Using the competitive procurement process, in June 2017, the Commonwealth of Virginia awarded Contract No. E194-75548 MA2274 to Gillig to purchase a number of different style buses during a base term of one (1) year with four (4) additional one-year options. Under the terms of the Contract, as a DRPT funds recipient, the Transportation District Commission of Hampton Roads dba Hampton Roads Transit (HRT) is considered an additional user. This procurement is to utilize the Gillig contract to purchase two (2) 40' heavy duty Suburban buses for use in HRT's operations. It should be noted that HRT is often precluded from "piggybacking" on existing state contracts as those agreements often do not include all of the contractual terms mandated by the Federal Transit Administration. DRPT, however, included the mandated federal terms in the State Contract thus allowing HRT to order buses pursuant to this agreement.

Contract Approach: The original State Contract was competitively procured with a base unit price of \$387,867 for a standard 40' bus. Unit prices for additional features/options were also established at the time of award of the State Contract. Gillig's unit price to HRT, including HRT selected options, is \$500,653. HRT's options include passenger information stations, overhead luggage lofts with reading lights, a raised rear platform, heavy duty driver's protective barrier, upgraded passenger windows with bonded frames, side turn signal guards, Trapeze TransitMaster Automatic Vehicle Locator (AVL), Twin Vision amber LED destination and rear run signs, Genfare FastFare fareboxes, farebox guards, Apollo video surveillance systems, bike racks, two (2) Qpod wheel chair restraints, electrically assisted power steering and a number of other additional upgrades.

Based on a price analysis conducted by DRPT at the time of award of the State Contract, and the fact that the pricing was obtained in a competitive environment, Gillig's unit price of \$500,653 is deemed fair and reasonable.

All Federal Transit Administration required pre-award audits and certifications confirming Buy America, final assembly and motor vehicle safety standards have been received and verified.

Cost/Funding: This contract will be funded by grant funds.

Project Manager: Michael Perez, Operations Project and Contract Administrator

Contracting Officer: Sonya Luther, Director of Procurement

Contract No:	18-78498	Title:	Two (2) 40' MAX Suburban Diesel Buses	Price:	\$1,001,306
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Recommendation: It is respectfully recommended that the Commission approve the award of a contract to Gillig to procure two (2) heavy duty 40' Suburban buses in the total amount of \$1,001,306.

UPCOMING CONTRACTS FOR APPROVAL	
Title	Description
Industrial Vending and Inventory Management Services	To provide reliable industrial vending and inventory management services at various facilities within the Hampton Roads Service area.
Information Technology Risk Assessment Consulting Services	To provide an IT Risk Assessment which involves a detailed investigation of system architecture, with a special focus on Sensitive Data systems, to include financials, Personally Identifiable Information management and revenue services. Security controls shall be reviewed, documented and assessed against industry best practices.
Lawn and Landscaping Services	To perform a variety of general lawn and landscaping maintenance services on HRT properties.
HRT Fleet Vehicle Body, Paint and Graphics Repair Services	To provide routine and emergency body repair services for HRT's fleet vehicles.
Healthcare Reporting Services	To provide a full-service solution to support compliance with the current Affordable Care Act healthcare annual reporting.
Bus Exhaust and Emission Services	To provide services which reduce exhaust and emission system related service calls while meeting the latest maintenance requirements established by the OEM and compliance with applicable clean air regulations.
Pre-Employment Screening	To provide reliable and quality background screening services in support of HRT's recruiting and staffing efforts.
Disadvantaged Business Enterprise Compliance Management Software	To provide Disadvantaged Business Enterprise compliance management software that will assist the DBE Program Office in properly monitoring and enforcing the compliance requirements of the DBE Program as required by the FTA and 49 CRF Part 26
Paratransit Eligibility Evaluation and Processing Services	To perform the processing and evaluation of applications from persons interested in certification to use HRT's paratransit's services.