



DATE: June 11, 2018

TO: Transportation Authority of Marin Finance & Policy Executive Committee

FROM: Dianne Steinhauser, Executive Director
Dan Cherrier, Principal Project Delivery Manager

SUBJECT: Award of Contract for Crossing Guard Services (Action), Agenda Item No. 9

RECOMMENDATION:

Refer this item to the full TAM Board to authorize the Executive Director to enter into an agreement with All City Management Services for a Not to Exceed Amount of \$10,200,000 for Crossing Guard Services. The five-year Contract to terminate July 31, 2023. Actual budget to be approved each year by the TAM Board.

BACKGROUND:

The TAM Crossing Guard program provides trained crossing guards for critical intersections throughout Marin County. As committed in the Transportation Sales Tax (Measure A) Expenditure Plan, the program uses trained crossing guards under contract to a professional company that specializes in crossing guard programs. Under contract to TAM, All City Management Services currently provides guards under the close supervision of TAM staff. The current 2017/2018 school year is the twelfth year during which crossing guards have been funded by the TAM Crossing Guard Program.

Historically very few firms have specialized in crossing guard services. Since the inception of the Program in 2006, TAM has entered into contracts with only two firms, All Cities Management Services (ACMS) and American Guard Services (AGS). A review of responses to Requests for Crossing Guard services across the State has shown that in many cases, these are the only two firms that respond to other agencies. Both firms are headquartered in southern California.

TAM used the services of ACMS from 2006 to 2009 and AGS from 2009 to 2012. A new search in 2012 resulted in the selection of AGS again for the 2012-2015 timeframe. The contract for 2015 to 2018 was awarded to ACMS.

ACMS had performance issues during the 2006 to 2009 contract including excessive absences, poor training, and incorrect billing. The selection of AGS in 2009 resulted in much improved service and attendance. However, the invoicing did require excessive staff time to correct the many mistakes. AGS performance dropped considerably during the final year of the 2012 to 2015 contract when a change occurred in the Regional Manager position. The contract is constructed in such a way, that a single point of contact is created to service all the requirements of the Program. The Regional Manager was the one-point contact and his absence was immediately felt.

The service from ACMS for the 2015 to 2018 contract has been extremely satisfactory. Complaints are down, and billing issues have for the most part disappeared.

DISCUSSION/ANALYSIS:

This past Spring, TAM issued a Request for Proposals for Crossing Guard Services. The same two firms responded, AGS and ACMS. A selection panel was formed consisting of the Public Works Director from San Anselmo, the TAM crossing guard consultant, the TAM Deputy Executive Director and one additional TAM staff member. Based on a review of the written proposals, the clear choice was ACMS. However, due to the cost magnitude of the award it was decided to have both firms attend an interview.

The following scoring criteria was utilized of the evaluation process. The numbers indicate the maximum possible points for each category

Project understanding and approach, including an understanding of the role of TAM. Overall Management Plan.	20
Qualifications and specific experience of Key Team Members.	20
Capacity to provide qualified personnel and Staffing Plan.	20
Total Program Cost and Hourly Rates	20
Knowledge of unique requirements, including background checks, minimum wage, Marin County Living Wage, Federal and State laws concerning show-up times and split shift payments. Ability to provide TAM with specific background information.	15
Similar Crossing Guard Experience	5
Total	100

AGS was very competitive on price as they were approximately \$3.50 per hour less than ACMS. This would translate into a total award of approximately \$9,300,000. However, the selection panel was concerned with the lack of response during the interview by the local San Leandro based manager that would be responsible for the Program. He did not personally respond to the questions and did not provide a resume as to his qualifications.

The primary concern regarding AGS occurred when the agencies with current or recent contracts with AGS were contacted. Five agencies were contacted, and one gave a modest recommendation for AGS. Four of the other agencies stated that multiple problems occurred with AGS including lack of ability to provide sufficient staff, lack of knowledgeable staff, and billing issues. The programs ranged from agencies contracting for 10 guards up to 70 guards.

Three of the agencies contacted were in the Bay Area and were under the same AGS management that would be assigned to the TAM contract. Two of the agencies contacted recently switched back to ACMS, even though ACMS was more expensive. The scale of the TAM Program is larger than these others and any performance issues (especially attendance) would be very difficult to rectify without another selection process. This would require a minimum of several weeks, during which time locations could remain unguarded.

The selection panel scored AGS low for their Management Plan and the capacity to provide sufficient personnel. AGS did receive high marks for their lower price.

Four reference checks were made for ACMS. All four indicated superior service with the only issues being incorrect invoicing.

The selection panel was unanimous in their choice to award the crossing guard contract to ACMS. The attendance issues that have been associated recently with AGS were the primary factor in arriving at this decision, with the qualification unknowns of the local manager also being a concern. The safety aspects of this contract for our local school children were of paramount concern for the selection panel.

FISCAL CONSIDERATION:

The proposals requested that the provided pricing be fixed for the five years of the contract. The current Marin County Living Wage boosts the hourly rate shown in the contract to arrive at the invoiced rate. In this way, the firms proposing were not being asked to pad their pricing to cover the unknown increases in the Living Wage for the next five years.

The recommended award amount of \$10,200,000 is a Not to Exceed amount. In no case will the annual expenditure exceed the amount authorized by the Board in the approved annual budget. Actual cost will be based on the Marin County Living Wage and number of guards deployed. ACMS has verified that the pricing is good for a wide variance of actual guards in the field, allowing TAM to increase guards, currently being considered as part of the renewed transportation sales tax. It is assumed in the contract, therefore, that the Transportation Sales Tax will be extended and fund crossing guards at an expenditure level of 7%, starting after the sales tax is approved. Should this not occur for any reason, actual billings will be based on the guard level approved by the TAM Board in the budget approval process as well as shown in the Strategic Plan.

NEXT STEPS:

TAM will continue to monitor the performance of ACMS. Unannounced audits are performed by TAM staff, checking on guard attendance and performance. The frequency of these audits will be increased during the initial months of the new contract.

ATTACHMENTS:

None