



May 11, 2020

To: Members of the Board of Directors

From: Darrell E. Johnson, Chief Executive Officer

Subject: Agreement for the Development and Implementation of a New Mobile Ticketing Application

Overview

On February 10, 2020, the Board of Directors approved the release of a request for proposals for the development and implementation of a new mobile ticketing application. Proposals were received in accordance with the Orange County Transportation Authority's procurement procedures for professional and technical services. Board of Directors' approval is required to execute an agreement for a new mobile ticketing application.

Recommendations

- A. Approve the selection of Bytemark, Inc., as the firm to develop, host, license, and maintain a mobile ticketing application.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C-0-2067 between the Orange County Transportation Authority and Bytemark, Inc., in the amount of \$1,117,423, for a five-year initial term, with two, two-year option terms for the development, hosting, license, and maintenance of a mobile ticketing application.
- C. Amend the Orange County Transportation Authority's Fiscal Year 2019-20 Budget, in the amount of \$1,117,423, to accommodate Agreement No. C-0-2067 for the development, hosting, license, and maintenance of a mobile ticketing application.

Discussion

On January 28, 2020, Orange County Transportation Authority's (OCTA) current mobile ticketing provider, moovel, notified OCTA staff regarding its decision to shut down its company and no longer support OCTA's mobile ticketing application (app) beyond December 2021. Despite moovel's offer to support OCTA's app through December 2021, it is important for OCTA to immediately

find a long-term solution for its mobile ticketing app in order to ensure the continuity of a mobile payment solution for its customers.

The development and implementation of a new mobile ticketing app is necessary to continue providing a mobile app to customers. This app, at minimum, will provide similar payment options for mobile ticketing customers, as well as distribute mobile ticketing bus passes to various employers and university pass programs managed by OCTA. The immediate focus of the new app will be to support the current platform and functionality provided in the existing app, as well as integration with INIT validating equipment, in order to provide a seamless experience for OCTA's transit riders. Along with the existing functionality of the mobile app, additional features, such as expandable institutional program, ability to sell promotional fare products, validation using mobile validators, and expanding mobile ticketing options to future services such as OC Streetcar, are included in the scope of work to further enhance the user experience and will be implemented during the initial term of the new contract.

The new contract will result in OCTA transitioning to a new mobile app by December 2020. It is important to note that OCTA's current agreement with moovel expires on December 31, 2020.

Procurement Approach

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

On February 10, 2020, the Board authorized the release of Request for Proposals (RFP) 0-2067, which was issued electronically on CAMM NET. The project was advertised in a newspaper of general circulation on February 10 and 17, 2020. A pre-proposal conference was held on February 18, 2020, with ten attendees representing seven firms. Five addenda were issued to handle administrative issues related to the RFP, make available the pre-proposal conference registration sheet and presentation, as well as respond to written questions related to the RFP.

On March 17, 2020, nine proposals were received. An evaluation committee consisting of OCTA staff from Revenue and Grants Administration, Financial Planning and Analysis, Scheduling and Bus Operations Support,

Information Systems, and Marketing and Customer Engagement departments met to review all proposals received.

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

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

Several factors were considered in developing the evaluation criteria weightings. Qualifications of the firm was weighted the highest at 30 percent as the firm had to demonstrate experience implementing similar mobile ticketing apps for transit agencies that are similar in size to OCTA. Staffing and project organization was weighted at 25 percent as the firm had to indicate the level of expertise and involvement for the roles of the proposed project team. Work plan was also weighted at 25 percent as the firm had to demonstrate its ability to meet the functional and technical requirements established for the mobile ticketing app as specified in the scope of work. Cost and price was weighted at 20 percent to ensure that OCTA receives value of the services provided.

On April 1, 2020, the evaluation committee reviewed the proposals based on the evaluation criteria and short-listed the two most qualified firms listed below in alphabetical order:

Firm and Location

Bytemark, Inc. (Bytemark)
New York, New York

Dallas Area Rapid Transit (DART)
Dallas, Texas

On April 9, 2020, the evaluation committee conducted interviews with the two short-listed firms. The interview consisted of a presentation to demonstrate the firms' understanding of OCTA's requirements. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. Questions were related to experience working with INIT, integrating with INIT validating equipment, functionality of reduced or free fare passes for prequalified riders, and features

of proposed solution. In addition, each team was asked specific clarification questions related to its proposal.

After considering the responses to the questions asked during the interviews, the evaluation committee reviewed the preliminary ranking and made adjustments to individual scores. However, Bytemark remained the highest-ranked firm with the highest overall score.

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

Qualifications of the Firm

Bytemark was incorporated in 2011 and is headquartered in New York City with offices in the cities of Seattle and Toronto. The firm has 80 full-time employees worldwide. Bytemark is part of Siemens Mobility, LLC, which offers transportation services and solutions. This relationship provides Bytemark with many resources while working independently. The firm has developed mobile ticketing systems for public agencies similar in size to OCTA, such as Capital Metropolitan Transportation Authority (CMTA) in Austin, Texas, Sacramento Regional Transit District in Sacramento, California, and King County Metropolitan in Seattle, Washington. Bytemark has worked with INIT since 2013 on several projects, which includes developing custom validation software for INIT validators for CMTA. Bytemark also has experience transitioning public agencies from different mobile ticketing providers. The firm transitioned Metropolitan Transit Authority of Harris County and San Diego Metropolitan Transit System from moovel.

DART is a regional transportation agency in Dallas, Texas and was established in 1983. DART's Office of Innovation is dedicated to the development and management of its mobile app solution. The firm proposed Unwire, a mobile ticketing platform provider, as a subcontractor. Unwire was founded in 1999 and is located in Denmark. The subcontractor has 40 employees and has been providing mobile solutions since 2008. DART and Unwire jointly developed the GoPass Mobile Platform (GoPass) for DART in 2013 and have provided GoPass to multiple agencies, such as Trinity Metro and Denton County Transit Authority. With the exception of Metropolitan Tulsa Transit Authority, DART's clients are mainly based in the Dallas-Fort Worth region. In addition, these public agencies are smaller in size to OCTA. DART's past projects did not include experience working with INIT.

Staffing and Project Organization

Bytemark proposed a project team that demonstrated relevant experience. The proposed project manager has 12 years of transit operations and project management experience. The team members' responsibilities include the features and functions of the Bytemark platform, system architecture and infrastructure, as well as software development and system support. In addition, the proposed team members were involved in other Bytemark projects described in proposal. During the interview, the project team members discussed their roles and experience, as well as their approach for developing and implementing the mobile ticketing app. The project team also responded to the evaluation committee's questions. The team discussed its experience transitioning clients from moovel to the Bytemark platform, working with INIT, proposed availability for this project, and commitment to the proposed project schedule.

DART proposed a project team comprised of individuals from DART's Office of Innovation, as well as staff from Unwire. These individuals will be responsible for project management, solutions architecture, training and customer support, as well as testing and implementation. A project manager is proposed from both DART and Unwire. The project manager proposed from DART has been involved in multiple DART initiatives for the past 14 years, which includes the launch of GoPass and implementation of a multimodal app for a mobility as a service migration. As a new section of DART, the Office of Innovation is currently expanding its staff size to support upcoming projects. The proposed project manager from Unwire has 21 years of experience building software solutions for mobile devices and platforms. During the interview, the project team discussed its roles and proposed solution, as well as responded to the evaluation committee's questions.

Work Plan

Bytemark presented a comprehensive work plan that addressed all the elements of the scope of work. The firm detailed its approach to transitioning OCTA from its current mobile ticketing app to its proposed solution. The firm indicated that the new mobile app and back-office platform will closely mirror the features and functionality in OCTA's current mobile ticketing app. The firm discussed integrating with the INIT validators and developing a migration plan that would minimize interruptions to service. Bytemark described the features of its proposed solution, which include its open automated programming interfaces, product components, cloud architecture, back-office administration, and ticket validation and security. The firm also detailed the features of the back-office, such as the ability to create new fare products and customize ticket types for specific customer groups, generating various reports, and providing customer

support to riders. Additionally, Bytemark's proposed solution allows incorporation of OCTA's branding, which will assure customers that they are using an official OCTA mobile app. The firm discussed the functionality of the mobile app for customers, such as purchasing tickets, using promo codes, payment processing, profile management, and language support. Bytemark proposed working with OCTA to develop a marketing plan to communicate with riders about the new mobile app. Bytemark proposed an aggressive project schedule of 17 weeks and confirmed during the interview that it has the experience and resources to meet the proposed schedule.

DART discussed its approach for transitioning and implementing its proposed solution including project management and developing a master program schedule. The proposed project schedule indicates going live in December 2020. The back-office platform includes the ability to create special passes for certain customer groups, as well as generate various reports related to ridership and sales. While DART's proposed solution was developed as a GoPass branded app, it can be customized and personalized with OCTA's branding. The firm described the features and functionality of the mobile app for customers, such as the sign-in and authentication process, account management, multimodal trip planner, and purchasing tickets. DART also discussed providing marketing support to OCTA in launching and promoting the new mobile app. Although DART's proposed solution meets OCTA's requirements and is a transit-oriented app, the firm did not demonstrate experience working with INIT and did not elaborate on its approach to integrating with OCTA's validators when asked during the interview.

Cost and Price

Pricing scores were based on a formula, which assigned the highest score to the firm with the lowest total firm-fixed price, and score the other proposals' total firm-fixed price on their relation to the lowest total firm-fixed price. Although Bytemark did not propose the lowest total firm-fixed price, it was lower than the independent cost estimate.

Procurement Summary

Based on the evaluation of written proposals, the firm's qualifications, and the information obtained from the interviews, the evaluation committee recommends the selection of Bytemark as the top-ranked firm to develop, host, license, and maintain a mobile ticketing application. Bytemark delivered a thorough and comprehensive proposal and an interview that was responsive to all the requirements of the RFP.

Fiscal Impact

A budget amendment to the OCTA Fiscal Year (FY) 2019-20 Budget, Finance and Administration Division, Account 1261-7519-A5105-F30, and Operations Division, Account 0035-7519-OC100-NAZ, for a combined total amount of \$1,117,423 is necessary to accommodate Agreement No. C-0-2067 for the development, hosting, license, and maintenance of a mobile ticketing application. This amendment will align the project cost with the budget authority in the current FY. The project will be funded through the Local Transportation Fund and Measure M2 Program, Project S.

Summary

Staff is recommending the Board authorize the Chief Executive Officer to negotiate and execute Agreement No. C-0-2067 between the Orange County Transportation Authority and Bytemark, Inc., in the amount of \$1,117,423, for a five-year initial term, with two, two-year option terms, for the development, hosting, license, and maintenance a mobile ticketing application.

Attachments

- A. Review of Proposals, RFP 0-2067 Mobile Ticketing Application
- B. Proposal Evaluation Criteria Matrix (Short-Listed Firms), RFP 0-2067 Mobile Ticketing Application
- C. Contract History for the Past Two Years, RFP 0-2067 Mobile Ticketing Application

Prepared by:



Sam Kaur
Department Manager,
Revenue and Grants Administration
714-560-5889

Approved by:



Andrew Oftelie
Chief Financial Officer,
Finance and Administration
714-560-5649



Virginia Abadessa
Director, Contracts Administration and
Materials Management
714-560-5623