




February 11, 2021

To: Transit Committee

From: Darrell E. Johnson, Chief Executive Officer 

Subject: Agreement for Enterprise Asset Management System

Overview

The Orange County Transportation Authority requires the services of a firm for the licenses, implementation, maintenance, and support of an enterprise asset management system. A competitive procurement has been conducted and offers were received in accordance with the Orange County Transportation Authority's procurement procedures for professional and technical services. Board of Directors' approval is requested to execute an agreement for an enterprise asset management system.

Recommendations

- A. Approve the selection of 21Tech LLC as the firm to provide an enterprise asset management system.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C-0-2272 between the Orange County Transportation Authority and 21Tech LLC, in the amount of \$5,061,529, to provide an enterprise asset management system for a seven-year initial term with two, two-year option terms.

Discussion

The Orange County Transportation Authority (OCTA) owns and maintains a variety of assets that are managed using an enterprise asset management (EAM) system. OCTA has utilized the current system, Ellipse, since 2007. Some of the major assets managed in this system include five maintenance and operating bases, one park-and-ride facility, and six multimodal transportation centers totaling 56 buildings and structures. Eight streetcars and one central communications facility will be added in the near future. Rolling stock assets include 778 revenue vehicles and 155 non-revenue vehicles. The Ellipse system is primarily used by the Maintenance department and Contracts Administration

and Materials Management (CAMM) to support management maintenance, repair of rolling stock and facilities, materials and inventory management, warranty management, inventory replenishment, and defect tracking, as well as procurement and integration with financial processes.

The Ellipse system no longer meets the business needs of OCTA. It lacks functionality required by OCTA to properly manage asset activities and is not able to be upgraded to meet those needs. In July 2016, the Federal Transit Administration published the Transit Asset Management (TAM) Final Rule [49 CFR 625] requiring greater oversight and reporting of the state of good repair of capital assets. In September 2018, in compliance of this rule, OCTA adopted a TAM plan. Coinciding with the TAM Final Rule, there are new requirements for National Transit Database Annual Reporting, as well. These reporting functions are unavailable in the Ellipse system and are completed manually outside the system. The Ellipse system also lacks the functionality to capture the true cost of ownership of rolling stock, such as buses and non-revenue vehicles. A greater level of cost detail is required to strategically implement lean maintenance efforts in terms of reducing equipment maintenance costs and maximizing labor utilization. Furthermore, upgrades to the Ellipse system have not resulted in a product that can meet OCTA's asset management requirements and staff is concerned about the long-term cost and viability of the Ellipse system.

A request for information (RFI) was released in December 2019 for firms to provide information regarding their available products or customized solutions in order to meet OCTA's asset management requirements. Eight responses were received to the RFI and based on a review of these alternative EAM systems, staff recommended a replacement of its current Ellipse system to meet OCTA's current and future asset management needs. A new EAM system will provide the functionality needed for OCTA to meet yearly regulatory reporting requirements without additional manual processes as well as provide asset total cost of ownership and effective maintenance management. A new EAM system can also provide analytics for predictive maintenance to ensure OCTA has more accurate forecasting data, such as asset condition scoring readily accessible by management for improved decision making and regulatory reporting. Additionally, a new EAM system will improve operational effectiveness and efficiency in the management of assets, inventory, operations, and maintenance.

Procurement Approach

This procurement was handled in accordance with OCTA's Board of Directors (Board)–approved procedures for professional and technical services. In addition to cost, many other factors are considered in an award for professional and technical services. Award is recommended to the firm offering the most

comprehensive overall proposal considering such factors as prior experience performing similar projects, staffing and project organization, work plan, as well as cost and price.

On June 8, 2020, the Board approved the release of Request for Proposals (RFP) 0-2272, which was issued electronically on CAMM NET. The project was advertised in a newspaper of general circulation on June 8 and 15, 2020, and a pre-proposal conference was held on June 15, 2020. Three addenda were issued to respond to questions and address administrative matters related to the RFP.

On July 22, 2020, 13 proposals were received. An evaluation committee comprised of OCTA staff from the CAMM, Accounting and Financial Reporting, and Information Systems departments, as well as an external consultant, met to review all proposals received. The proposals were evaluated based on the following Board-approved evaluation criteria and weightings:

- | | |
|-------------------------------------|------------|
| • Qualifications of the Firm | 25 percent |
| • Staffing and Project Organization | 20 percent |
| • Work Plan | 35 percent |
| • Cost and Price | 20 percent |

Qualifications of the firm was weighted at 25 percent to ensure the firm has prior experience with the implementation, maintenance, and support of an EAM system as outlined in the scope of work. Staffing and project organization was weighted at 20 percent to ensure the firm's staff has the requisite expertise for completing projects of similar size and complexity. Work plan was weighted the highest at 35 percent to ensure the firm's approach and EAM system meet OCTA's asset management requirements. Cost and price was weighted at 20 percent to ensure OCTA receives value for the services provided.

On August 12, 2020, the evaluation committee reviewed the 13 proposals based on the evaluation criteria and short-listed the four most qualified firms listed below in alphabetical order:

Firm and Location

21Tech LLC (21Tech)
Walnut Creek, California

Electronic Data, Inc. (EDI)
St. Petersburg, Florida

Infor Public Sector, Inc. (Infor)
Lake Forest, California

Trapeze Software Group, Inc. (Trapeze)
Cedar Rapids, Iowa

On September 2 and 3, 2020, the evaluation committee conducted interviews with the four short-listed firms. The interviews consisted of a demonstration of the proposed EAM system to assess the functionality of the system in meeting OCTA's asset management requirements. In addition, the firms' key team members had an opportunity to present their qualifications and respond to evaluation committee's questions. Questions were asked relative to the firms' approach for the implementation and maintenance of the proposed EAM system, as well as mobile application, interfacing, and data conversion efforts. Each team was also asked specific clarification questions related to their proposal. At the conclusion of the interviews, a request for a best and final offer (BAFO) was sent to the four short-listed firms to clarify staffing, EAM system requirements, and pricing. Upon receiving the BAFOs, the evaluation committee requested an additional system demonstration from three of the short-listed firms. A request for an additional system demonstration was not made of the fourth short-listed firm as it was determined by the evaluation committee that its EAM system would not meet the same level of requirements as those of the other three short-listed firms.

After considering the system demonstrations and responses to the questions asked during the interviews, as well as information provided in the BAFO, the evaluation committee reviewed the preliminary ranking for the four short-listed firms and made adjustments to individual scores. As a result, the ranking of the firms changed.

Based on evaluation of the written proposals, as well as the information obtained from the interviews and BAFOs, the evaluation committee recommends 21Tech for consideration of the award. The following is a brief summary of the proposal evaluation results.

Qualifications of the Firm

The four short-listed firms demonstrated relevant experience and qualifications related to providing an EAM system.

Founded in 1996, 21Tech is headquartered in Walnut Creek, California, and has prior experience in implementing EAM systems for public transit agencies, including the Los Angeles County Metropolitan Transportation Authority,

Southern California Regional Rail Authority, San Francisco Municipal Transportation Agency, and Kansas City Area Transit Authority. Additionally, the firm has previously performed work of a similar nature by migrating a transit agency's existing Ellipse system to a new EAM system. 21Tech's references reported that they were satisfied with 21Tech's performance, and the proposal highlights the firm's ability to provide the services outlined in the scope of work. During the interview, 21Tech provided responses to the evaluation committee's questions related to its prior experience in implementing and maintaining an EAM system.

Trapeze's prior experience is focused exclusively on the transit sector, and the firm has prior experience in implementing an EAM system for public transit agencies, including the Metropolitan Atlanta Rapid Transit Authority, Massachusetts Bay Transportation Authority, and Southeastern Pennsylvania Transportation Authority. Additionally, the firm has previously performed work of a similar nature by migrating a transit agency's existing Ellipse system to a new EAM system. The references provided by the firm reported that they were satisfied with the firm's performance, and the proposal highlights its ability to provide the services outlined in the scope of work. During the interview, Trapeze provided responses to the evaluation committee's questions related to its prior experience in implementing and maintaining an EAM system.

The remaining two short-listed firms have prior experience in the EAM industry. The firms have previously performed work of a similar nature for public agencies, including Miami-Dade County and Los Angeles World Airports. The references provided by the firms reported that they were satisfied with each firm's performance, and the proposals highlight their ability to provide the services outlined in the scope of work. During the interview, the firms provided responses to the evaluation committee's questions related to their prior experience in implementing and maintaining an EAM system.

Staffing and Project Organization

All four short-listed firms proposed experienced key personnel with relevant expertise performing similar work.

21Tech proposed a project manager with over 25 years of experience and a principal consultant with over 30 years of experience in implementing and maintaining an EAM system. In addition, the proposed project manager has completed two major EAM system implementations in the past three years, including the migration of a transit agency's existing Ellipse system to a new EAM system. The project team members have successfully worked together on other similar projects, and 21Tech proposed adequate staff availability for this

effort. During the interview, the project team discussed their respective roles and process for the implementation, maintenance, and support of their EAM system. In addition, the project team provided clear responses to the evaluation committee's questions and demonstrated a comprehensive understanding of OCTA's requirements, leading the evaluation committee to determine that 21Tech's team was the most qualified in completing this project.

The other three short-listed firms proposed qualified staff and experienced project teams. The proposed project manager from the respective firms each have over 20 years of experience in implementing and maintaining an EAM system. The firms demonstrated they have staffing available with relevant capabilities and skill sets required to accomplish a project of this size and magnitude. During the interview, the project teams discussed their roles and process for the implementation, maintenance, and support of their respective EAM systems and responded to the evaluation committee's questions.

Work Plan

The work plans proposed by the four short-listed firms provided an approach to implementing and maintaining an EAM system, as well as addressed the functionality of the EAM system in meeting OCTA's asset management needs.

21Tech demonstrated its ability to accomplish the project objectives and overall schedule by providing a detailed approach for how it would complete the tasks, deliverables, and project milestones identified in the scope of work, including the two-year timeline for completing the implementation. The firm addressed special issues that are likely to be encountered during the project and methods to ensure quality control. During the interview, 21Tech provided detailed and thorough responses to the evaluation committee's questions concerning the approach for implementing and maintaining an EAM system, and the proposed project team exhibited strong team cohesion to ensure successful completion of the project. 21Tech also provided a superior demonstration of the proposed EAM system's functionality in meeting OCTA's asset management needs. The firm's EAM system can provide the functionality currently lacking in OCTA's Ellipse system, such as meeting yearly reporting requirements without additional manual processes, as well as identifying the total cost of ownership and maintenance. In addition, 21Tech demonstrated the proposed EAM system's ability to provide analytics for predictive maintenance and condition monitoring to ensure OCTA has more accurate forecasting data. Furthermore, the mobile application version of the EAM system is user-friendly and capable of meeting the day-to-day needs of maintenance and materials management staff.

The work plans proposed by the remaining three short-listed firms demonstrated their abilities to accomplish the project objectives and overall schedule by providing an approach for how they would complete the tasks, deliverables and project milestones identified in the scope of work, including the two-year timeline for completing the implementation. The firms addressed special issues that are likely to be encountered during the project and methods to ensure quality control. During the interviews, the firms provided responses to the evaluation committee's questions concerning the approach for implementing and maintaining an EAM system. In addition, the firms provided a demonstration of their EAM system's functionality in meeting OCTA's asset management needs, including functionality currently lacking in OCTA's Ellipse system.

Cost and Price

Pricing includes licenses, implementation, maintenance, and support for the EAM system. Pricing scores were based on a formula which assigned the highest score to the lowest total firm-fixed price for the tasks to be completed and scored the other proposals' total firm-fixed prices based on their relation to the lowest total firm-fixed price. 21Tech's proposed price was competitive among all the proposing firms and lower than the independent cost estimate prepared by the OCTA project manager.

Procurement Summary

Based on the evaluation of the written proposals, the firms' qualifications, as well as the information obtained from the interviews and BAFOs, the evaluation committee recommends the selection of 21Tech as the top-ranked firm to provide an EAM system. 21Tech delivered a proposal and interview that were responsive to all the requirements of the RFP.

Fiscal Impact

OCTA's Fiscal Year 2020-21 Approved Budget includes the costs associated with this project, Finance and Administration Division, Accounts 1285-9028-A5359-OR5 and 1285-7519-A5359-1FI.

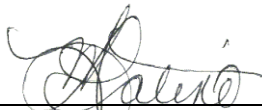
Summary

Authorize the Chief Executive Officer to negotiate and execute Agreement No. C-0-2272 between the Orange County Transportation Authority and 21Tech LLC, in the amount of \$5,061,529, to provide an enterprise asset management system for a seven-year initial term with two, two-year option terms.

Attachments

- A. Review of Proposals – RFP 0-2272 Enterprise Asset Management System
- B. Proposal Evaluation Criteria Matrix (Short-Listed Firms) – RFP 0-2272: Enterprise Asset Management System
- C. Contract History for the Past Two Years – RFP 0-2272: Enterprise Asset Management System

Prepared by:



Marie Latino
Manager, Maintenance Resource
Management
714-560-5323

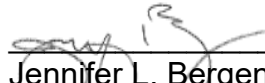
Approved by:



Cliff Thorne
Director, Maintenance and Motorist
Services
714-560-5975



Pia Veasapen
Director, Contracts Administration and
Materials Management
714-560-5619



Jennifer L. Bergener
Deputy Chief Executive Officer/
Chief Operating Officer, Operations
714-560-5462