



**ITEM ID:** 2023-249-0

**TRANSMITTAL DATE:** July 7, 2023

**MEETING DATE:** July 14, 2023

**TO:** Contracts, Operations, Maintenance, and Safety Committee

**FROM:** Donald Filippi, Chief Operating Officer

**SUBJECT:** Contract Amendment for Contract No. H1674-21 Trapeze Software Group for Trapeze Staff Augmentation in the Enterprise Asset Management (EAM) Optimization Project

### **Issue**

The Authority needs additional support for data loading of EAM assets and merging of existing data with new defined EAM processes for several Authority disciplines to reduce project delivery delays that have been driven by Authority staffing constraints, lack of internal technical expertise with Trapeze applications and the time required to migrate thousands of assets, sub-assets, components, and underlying data elements found to be stored in manual files or not fully documented. Leveraging additional Trapeze resources would allow the Authority to perform these tasks without impacting the current scope of Trapeze's Contractual responsibilities and mitigate project schedule delays as well as proactively work on key performance indicator dashboards integrated into the application while the system is being rolled out across Authority disciplines.

### **Recommendation**

It is recommended the Committee recommend the Board approve Contract Amendment for Contract No. H1674-21 with Trapeze Software Group for Trapeze Staff Augmentation in the EAM Optimization Project in a not-to-exceed amount of \$986,662.

### **Strategic Commitment**

This report aligns with the Strategic Business Plan commitments of:

- **Safety is Foundational:** We will stay on the leading edge by deploying new technologies and processes to enhance the safety and security of our riders, our fellow

employees, and the communities we serve. The Enterprise Asset Management (EAM) Optimization Project will significantly improve staff's ability to monitor and track the agency's critical assets at more detailed level and improve decision making, ensuring assets are maintained and achieve a State of Good Repair (SOGR).

- **Modernizing Business Practices:** We will improve our operational efficiency through transparency, objective metrics, and streamlined governance, reducing over-reliance on subsidy while bringing our system into a SOGR and investing in the development of our employees. Operational efficiencies for both the Authority and contractors that will utilize the EAM System will be improved through the consolidation of existing asset management systems into a single repository, automated workflows, key performance indicator reporting, SOGR/Capital Projects and Capital Planning.

## **Background**

The Authority is responsible for managing thousands of assets across the entire commuter rail network. The most notable asset types include rolling stock, track, facilities, signal & communications, structures, and other equipment. These assets are currently tracked and monitored using several different asset management systems and, in some cases, manual processes. In July 2016, the Federal Transit Administration (FTA) published the Transit Asset Management (TAM) Final Rule [49 CFR 625], requiring greater oversight and reporting of the SOGR of capital assets. In November 2016, in compliance with this rule, the Authority adopted a TAM Plan and TAM Implementation Program. One of the key recommendations from the TAM Implementation Program was the necessity to migrate and upgrade the Authority's EAM system, creating a central repository and single source of truth for the Authority's critical assets. This approach allows staff to easily monitor asset performance, risk, and maintenance cost over an asset's entire lifecycle, in addition to assisting staff in determining priorities for rehabilitation of components across all asset types. The Authority has been a long-term Trapeze EAM customer since 2006 under Contract No. H1625 and has utilized the asset management system for existing rolling stock equipment and non-revenue vehicles, establishing a large software footprint. Trapeze EAM is an integral part of the daily rail operations, currently used across the following functional areas: train operations, train schedule management, equipment asset information, parts inventory, mechanical shop work order activity, and fuel management.

In addition, the Authority's 2019 FTA Triennial Review Final Report, which was received on October 24, 2019, recommended that the Authority work toward improving the overall Warranty Tracking System. Although not a finding, staff identified warranty tracking as an area of improvement and an opportunity to expand the use of EAM software systems to improve the Authority's ability to adequately record, track, and pursue warranty claims.

On May 28th, 2021, the Board approved the recommendation for the Chief Executive Officer to negotiate and award a Non-Competitive Contract No. H1674-21 to Trapeze Software Group for an amount not to exceed \$1,500,000, for the purchase of additional Trapeze modules, Trapeze software optimization, and change management services. Since then, the Authority has been in the process of optimizing and building out its EAM System across several functional areas in the Agency including Rolling Stock, Maintenance of Way (MOW) and Facilities.

## **Discussion**

Since kicking-off this EAM project in November 2021, Metrolink staff has been migrating systems for Facilities, Rolling Stock and Maintenance of Way departments and automating a series of workflows such as entering service requests, creating work orders, addressing unscheduled work and defects, improving parts requests and issuance processes, capturing real-time labor, scheduling and executing preventive maintenance inspections, creating multi-asset work orders, and completing after-the-fact postings. These improvements will allow asset managers to track assets availability, maintenance costs, and performance in one system of record. Over time, the Authority will have the ability to capture total cost of ownership of its assets.

The initial phase of the EAM project was scoped to be delivered across several workstreams including Facilities, Rolling Stock, and Maintenance of Way (MoW) over a 2-year period. However, due to staffing constraints, lack of internal technical expertise and the time required to migrate thousands of assets, the Authority concluded the implementation would require more time to be delivered absent additional dedicated technical support. Recognizing lessons learned from the initial EAM migration efforts with the Facilities and the Rolling Stock departments; the Authority has leveraged consultants and Authority staff to perform the data loading activities with the Maintenance of Way department.

At this point, Authority and consultant resources are being used at maximum capacity performing daily train operations tasks and now actively participating in the rollout of this project. The Authority has determined it is necessary to invest in additional technical support from Trapeze to expedite the project delivery bringing each workstream on-line sooner. Trapeze personnel have the knowledge of how the system works, can provide recommendations based on previous rollouts at other properties and can leverage the technical folks updating the software to assist in the data loading and dashboard while the systems are being developed rather than after the fact.

This effort to bring in additional Trapeze resources through staff augmentation on this project will allow the project team to refine internal workflows with the various departments, invest more time in training existing staff and contractors, ensure 3rd party contractors are properly migrated and effectively utilizing the Trapeze EAM system's functionality. Furthermore, Authority staff would have more time to actively manage the use of the EAM post Go-Live, develop Key Performance Indicators (KPI) and dashboards, coordinate necessary support from various departments, identify gaps or deficiencies, and provide recommendations for improvements to the vendor.

## **Budget Impact**

The amount (986,662) requested for this contract amendment is included in the Adopted Capital Program budget for FY2022-23.

## **Next Steps**

Upon approval of this request, negotiations between the Authority and Trapeze will be

finalized and contract amendment will be executed.

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