

PROCUREMENT SUMMARY

**ENTERPRISE ASSET MANAGEMENT SYSTEM IMPLEMENTATION
SERVICES/PS75040000**

1.	Contract Number: PS75040000	
2.	Recommended Vendor: KPMG LLP	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: March 19, 2021	
	B. Advertised/Publicized: March 19, 2021	
	C. Pre-Proposal Conference: March 29, 2021	
	D. Proposals Due: April 29, 2021	
	E. Pre-Qualification Completed: August 30, 2021	
	F. Conflict of Interest Form Submitted to Ethics: July 29, 2021	
	G. Protest Period End Date: September 20, 2021	
5.	Solicitations Picked up/Downloaded: 195	Bids/Proposals Received: 2
6.	Contract Administrator: Ana Rodriguez	Telephone Number: (213) 922-1076
7.	Project Manager: Amy Romero	Telephone Number: (213) 922-5709

A. Procurement Background

This Board Action is to approve Contract No. PS75040000 for the system implementation services for the new Enterprise Asset Management System (EAMS) that shall replace Metro's existing legacy system, the Maintenance and Material Management System (M3). Board approval of contract award is subject to the resolution of any properly submitted protest.

The Request for Proposals (RFP) was issued on March 19, 2021 in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price. The RFP was issued with an SBE goal of 17%, a DVBE goal of 3%, and a Contracting Outreach and Mentoring Plan (COMP) requirement to mentor two firms, one SBE, and one DVBE.

One amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1 was issued on March 29, 2021 to update links in the document and update the COMP requirements in the DEOD Instructions to Proposers, Evaluation Criteria, and Submittal Requirements

A virtual pre-proposal conference was held on March 29, 2021 and was attended by 94 participants representing 43 firms. There were 50 questions submitted and responses were released prior to the proposal due date.

A total of 195 firms downloaded the RFP and were included on the plan holders list. A total of two proposals were received by the due date of April 29, 2021 from the following firms:

- Accenture LLP
- KPMG LLP

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Operations Department, Information and Technology Services Department, Vendor/Contract Management Department, and Risk, Safety, and Asset Management Department was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria as outlined in the RFP.

• Minimum Requirements and Qualifications	Pass/Fail
• Experience, Qualifications, and Past Performance	14 percent
• Implementation Strategy and Understanding of Software Solution	13 percent
• Project Management, Methodology and Approach	22 percent
• Project Schedule, Labor Resources, and Deliverables	15 percent
• Project Team Organization/Staffing and Key Personnel	12 percent
• Contract Outreach and Mentoring Plan	4 percent
• Price Proposal	20 percent

Several factors were considered when developing the evaluation criteria for this solicitation, giving the greatest importance to the Project Management, Methodology, and Approach.

The PET began its independent evaluation of the proposals on April 30, 2021 and all proposers were determined to have met the minimum requirements and qualifications identified in the RFP. Both proposers and their respective teams were interviewed by the PET during the week of May 15, 2021. During the interviews, proposers were asked to discuss their proposed team, project approach and delivery method, their knowledge of the EAM solution and their plan for interfaces, data migration, and performance/load testing.

The PET finalized their scores in June of 2021. The final scoring determined KPMG LLP (KPMG) to be the highest ranked firm.

During June and July of 2021, Metro engaged KPMG in further discussions on items such as implementation schedule, reporting requirements, functional and technical requirement clarifications, deliverables, price proposal, and payment schedule.

Additionally, KPMG submitted exceptions to the contract terms and conditions that needed to be discussed and resolved with KPMG's legal counsel and County Counsel. All matters were successfully resolved between Metro and KPMG in July of 2021.

Qualifications Summary of Firms within the Competitive Range:

KPMG LLP (KPMG)

As the proposed Prime Contractor, KPMG brings their experience managing large, complex, technology-driven business transformation projects that have included end-to-end asset lifecycle management, business analysis, and organizational change management. KPMG has assembled a team of qualified subcontractor firms consisting of: Stratum Consulting Partners, Inc., a Metro-certified SBE who possesses considerable experience in the Infor EAM product line and its associated tools; DXC Technology, a global technology firm that will leverage its experience in the recent implementation of the Infor EAM software at New York Metropolitan Transportation Authority; Knowledge Architects, a Metro-certified SBE who will provide insight into operational procedures within asset management and support training delivery; Axsium Group a specialized firm dedicated to Workforce Management (WFM) implementations, with WFM being a critical component of Metro's new EAMS for employee timekeeping; DVBE Technology Group, a DVBE-certified firm that will support project management and coordination; and DataHouse Consulting, Inc. who will provide technical support for the enterprise architecture, EAMS technology infrastructure, data migrations, and legacy system integrations.

The team brings together many years of experience and expertise that will be an asset for an implementation of the breadth and scope of Metro's EAMS implementation. The team presented a detailed implementation plan that demonstrated their knowledge of the software solution, addressed implementation challenges and opportunities, and demonstrated their understanding of Metro's objectives.

Accenture LLP (Accenture)

Accenture LLP is a multinational professional services firm that provides strategy, consulting, digital, technology and operations consulting services across a number of industries. Accenture employs over half-a-million people worldwide in over 200 locations in 51 countries. Accenture's team has experience in large-scale software implementations and with transit agencies. Past clients include Metrolinx in Toronto, Ontario, Canada, New York City Transit, Massachusetts Bay Transit Authority (MBTA), Swiss Federal Railways (SBB), Metrolink, and FirstGroup America in the United Kingdom.

A summary of the PET scores is provided below.

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	KPMG LLP				
3	Experience, Qualifications, and Past Performance	86.84	14.00%	12.16	
4	Implementation Strategy and Understanding of Software Solution	87.50	13.00%	11.38	
5	Project Management, Methodology and Approach	84.25	22.00%	18.54	
6	Project Schedule, Labor Resources, and Deliverables	84.57	15.00%	12.69	
7	Project Team Organization/Staffing and Key Personnel	88.57	12.00%	10.63	
8	Contract Outreach and Mentoring Plan	50.00	4.00%	2.00	
9	Price Proposal	100.00	20.00%	20.00	
10	Total		100.00%	87.40	1
11	Accenture LLP				
12	Experience, Qualifications, and Past Performance	62.81	14.00%	8.79	
13	Implementation Strategy and Understanding of Software Solution	63.04	13.00%	8.19	
14	Project Management, Methodology and Approach	70.16	22.00%	15.44	
15	Project Schedule, Labor Resources, and Deliverables	60.57	15.00%	9.09	
16	Project Team Organization/Staffing and Key Personnel	52.14	12.00%	6.26	
17	Contract Outreach and Mentoring Plan	75.00	4.00%	3.00	
18	Price Proposal	85.76	20.00%	17.15	
19	Total		100.00%	67.92	2

C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate (ICE), price analysis, technical evaluation, clarifications, and negotiations.

Below are the originally proposed amounts inclusive of four optional tasks. Upon review of price proposals, one optional task related to additional training was determined not to be feasible. During negotiations, Metro made the decision not to proceed with that option which resulted in a significant cost reduction. Furthermore, additional reductions were realized through clarifications and discussions on the appropriate level of effort that would be required from the Contractor to perform the required tasks and deliverables.

	Proposer Name	Proposal Amount	Metro ICE	Negotiated amount
1.	KPMG LLP	\$45,934,161.32	\$38,400,000.00	\$37,735,306.32
2.	Accenture LLP	\$53,561,992.00		

D. Background on Recommended Contractor

KPMG LLP is a United States member firm of the KPMG International Limited (KPMG International) organization. KPMG International operates in 146 countries and territories and employs 227,000 people worldwide and was formed in 1987. KPMG has provided services for many state, local, and federal government organizations, and transportation agencies such as the Chicago Transit Authority (CTA), Dallas Area Rapid Transit (DART), Washington Metropolitan Area Transit Authority (WMATA), Capital Metropolitan Transportation Authority (CapMetro), the California Department of Transportation, the Bay Area Toll Authority, the Colorado Department of Transportation, New Jersey Transit, and many more.