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## CITY OF SANTA ANA

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**October 9, 2017**

**ADDENDUM NO. 2  
REQUEST FOR PROPOSALS NO. 17-101  
ENTERPRISE ASSET MANAGEMENT SOFTWARE SELECTION AND  
IMPLEMENTATION SERVICES PROJECT  
DATE DUE: OCTOBER 19, 2017 AT 4:00 P.M.**

Notice is hereby given that the City of Santa Ana Public Works Agency has made certain modifications, additions, and/or deletions, in the specifications to:  
**RFP No: 17-101 - ENTERPRISE ASSET MANAGEMENT SOFTWARE SELECTION AND IMPLEMENTATION SERVICES PROJECT.** This addendum shall become a part of the original Request for Proposal.

### RESPONSES TO QUESTIONS ASKED/CLARIFICATIONS:

1. Should audited financial statements be included with the proposal?

**No, an audited financial statement has not been requested for this proposal at this time.**

2. Where in the proposal should we address the requirements for RFP section 2. SCOPE OF SERVICES & SCHEDULE?

**In a separate section after the "STATEMENT OF QUALIFICATIONS".**

**The proposal shall include a Scope of Services and Project Schedule which details the work phases to be completed, the tasks to be accomplished, the deliverables to be provided, and the schedule/timeline to complete the project. The proposal should be based upon the requested Scope of Work, detailed in Attachment 1, which is included in the Appendix of this RFP. The proposal shall also include the completed Uniform Response Matrix as detailed in the Scope of Services. The Scope of Services and Project Schedule shall be limited to a MAXIMUM of (5) DOUBLE-SIDED PAGES. Font size shall be minimum 11-point Arial. Proposal exhibits shall be maximum 11" x 17".**

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3. Can you clarify your methodology for how you will score points for the fee evaluation criteria?

**The criteria for evaluating the proposals submitted will take the following items into consideration:**

- **Firm/Team Experience 20%**
- **Understanding of Need / Scope of Work 30%**
- **Relevant Project Experience / References 10%**
- **Software Functionality 25%**
- **Fee 15%**

**The City has established a proposal review committee to evaluate proposers based on the response to the RFP, which includes adherence to outlined directions and format, and the City evaluation criteria set forth above. A final score will be calculated for each submitted proposal and used to rank the proposers.**

**The members of the proposal review committee will each provide a numerical score for the evaluation criteria above. The scores will be totaled and then averaged between the other committee members. These scores will be used to determine the top ranking proposers.**

**The committee may choose to interview the top ranking proposers. The City will recommend award of the agreement to the proposer(s) who will provide the best quality and value to the City. The City reserves the right to begin negotiations and enter into an agreement without interview or further discussions.**

4. Can you provide the number of users for each division?

**No, the number of software licenses needed per division is currently unknown as not every user in a division would require access to the software. As a reference point, the Public Works Agency currently has 124 full-time employees and 45 part-time employees across four divisions:**

- **Engineering Services Division (Traffic, Design, Construction, Development)**
- **Maintenance Service Division (Signs, Trees, Potholes, Streetlights, etc.)**
- **Administrative Services Division (Refuse, ROW, IT/GIS, Financial)**
- **Water Services Division: (Engineering, Maintenance, Production)**

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**The focus of this implementation will be on the assets managed by the Engineering and Maintenance Divisions. This implementation will not include the assets in the City's Water Services Division as indicated by the priorities listed in the Scope of Work.**

**For software with a user based license model, the vendor may choose to propose a pricing structure based on the number of user accounts purchased, (10, 25, 50, 100 users, etc.) with price breaks as the amount of users increase. The City intends to negotiate with the selected Vendor to obtain the price structure that offers the best quality and value for the City.**

5. The RFP doesn't request details on software functionality beyond the matrix. Can we include an attachment with details on the software?

**Yes, proposers may include an additional attachment with details on the software as long as it does not exceed five (5) double sided pages.**

6. What is the current tool in use for Asset Management?

**The City currently uses a multitude of disparate systems to manage City-owned assets. These tools are outlined in the RFP under the section titled: CURRENT ASSET MANAGEMENT ENVIRONMENT. Some of these are homegrown Access database applications and some are hosted applications. The City desires to eventually eliminate or integrate these systems into the selected solution if possible based on the priorities specified in the Scope of Work.**

7. What business processes do you want to implement/manage in the new tool (asset management, work management, inventory management, procurement?)

**The City is looking for software that will allow us to meet the goals of the project as outlined in the Project Objectives. The essential features and functions of the software should provide the City industry standard "best practices" for the management of City-owned assets. The Proposer should use this information to guide their response to the proposal.**

8. What departments will use the new tool and what is the number of end users, managers/supervisors & senior leadership that will need to use the new tool in each of those departments?

**See Question 4.**

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9. The RFP stipulates that the City requires a Firm Fixed Price proposal. Is the City willing to entertain a Time and Materials/Time and Expenses proposal?

**No, the City desires a Firm Fixed Price Proposal based on the information provided in the Scope of Work.**

10. Are you migrating away from Cityworks, or keeping Cityworks? The RFP sounds like you are expanding Cityworks implementation for EAMS?

**The Water Division currently uses Cityworks only for work order management and is not currently being used as a full-fledged EAMS. The assets managed by the Water Division are not a part of this implementation at this time and the Water Division will continue to use Cityworks for work orders until the City selected EAM solution is established enough for them to consider a migration.**

**The City has released this RFP so we can evaluate a variety of Asset Management software solutions from different companies. This will ensure that the City makes the best choice for our needs.**

11. Can you provide a breakdown and summary of expected users of the new EAMS by role? Understanding for training of users in their roles, etc. For example:

- a. Management/Leadership (Dir Engineering, Maintenance, Operations)
- b. Maintenance supervisors, etc.
- c. Planners / Schedulers (possibly blended role with supervisors today?)
- d. Technicians
- e. other

**See Question 4.**

12. Do you have documented business processes mapped for maintenance (requesting maintenance, work planning and scheduling, execution, completion, inventory storeroom, MRO purchasing)? If so, can you share anything you have about current as is processes?

**The City does not have documented business processes mapped for maintenance. The selected consultant will be expected to document the workflows.**

13. Is there a targeted or desired kick-off date and go-live date with the new system?

**The City does not have a currently targeted go-live date.**

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14. For any integrations potentially to other systems, do you currently have a middleware software tool you utilize today for integrations with existing systems?

**No, we do not have a middleware software tool for integration that I am aware of.**

15. Do you have SMEs (Subject Matter Experts) for target system that will integrate with EAM available to assist in mapping data to/from EAM and your systems, as well as perform any development or configuration work required to the target system?

**The City has SMEs for City developed systems to assist in mapping data to/from the selected EAM solution. The City does not expect to integrate City developed systems into the EAM solution at this time.**

16. What CMMS / EAM software packages has the City received demos on in the last 12 months?

**Over the past few years, the City has received high-level demos from: Accela, Cityworks, Maximo and Cartegraph. Based on the information from some of the high-level demonstrations, the City decided to perform a needs assessment for both asset management and enterprise GIS. The main results of the needs assessment are available as an attachment at the end of Addendum #1.**

17. We understand the City is currently utilizing Cityworks for work order management at pump stations, reservoirs, and lift stations. What is it that Cityworks doesn't give you, that you are looking to get out of another product?

**See Question 10.**

18. In the past, have you assessed your data quality and normalization between GIS and Cityworks? If yes, what were the results of that effort?

**No, to my knowledge this has not been done.**

19. Has the City of Santa Ana gone to any other cities to learn how and what systems they are utilizing to manage asset and work management activities? If so, which ones?

**No, the City has not visited other cities.**

20. Has the City enlisted the services of any outside consulting firms to assist in the development of this RFP?

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**No, while the City did not enlist the services of outside firms to develop the RFP, the City used language from the EAMS Needs Assessment and Implementation Plan Project in the RFP for the creation of the tasks outlined in the RFP.**

21. The City has set a \$75k budget for the acquisition on software. Can you please breakdown the number of users and type of access they will require?

**See Question 4.**

22. How many active users do expect at any one given time for EAM, GIS, and Mobile individually?

**See Question 4. The City plans to implement the EAM/CMMS in a phased approached based on available funding. The number of active users is unknown at this time.**

23. From the applications and databases listed under "Current Asset Management Environment" section:

- a. Which will be sourced for data migration to the new system by go live?
- b. Which will be replaced by this new system by go live?
- c. Which will be integrated with this new system by go live?

**App-Order – Evaluated for eventual replacement.**

**Arbor Access Online – Possible integration with new system.**

**CIP Database – Integrated with new system.**

**Cityworks – Water Division is not a part of this implementation.**

**Bentley CivilStorm – Storm Drain features will be migrated to new system. (CivilStorm will still be used for modeling).**

**IDModeling Sedaru - Water Division is not a part of this implementation.**

**iWater – InfraMap - Water Division is not a part of this implementation.**

**PAVER / StreetSaver – Evaluated for data migration / integration.**

**Traffic Division Database Applications – Replaced by new system.**

**Transdyn Dynac SCADA - Water Division is not a part of this implementation.**

24. Are the equipment types, location types and asset types listed under "Task One" comprehensive of everything to be collected and housed as records for the integrated system? If not, please list additional specifics.

**While the assets listed in Task One are NOT comprehensive, they are the primary focus of this implementation based on the funding the City has for implementation. The City expects the selected consultant to use their expertise in Public Works asset management to identify additional assets**

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**that should be included in a full implementation. Funding for the implementation of additional assets will be allocated in future projects.**

25. Does the City require that all records be geographically located and fully integrated with GIS/EAM?

**If an asset has a spatial location, then ideally yes.**

26. Is the City open to a hierarchal approach to record representation? I.E. Location/Asset hierarchy (1-many) where locations are represented geographically and assets are related in the EAM to prevent unnecessary overhead in GIS.

**This would depend entirely on what the proposer classifies as a “location”. The City is open to discuss alternate record representations, but will choose the method that best suits the City’s needs.**

27. For what specific assets and equipment types does the City need to perform inspections and regular maintenance?

**Most Public Works assets require periodic inspection and maintenance. The selected consultant should use their expertise in determining this.**

28. What is the existing EDMS and roughly how many documents are housed and anticipated to be integrated?

**The City currently uses Laserfiche for its electronic document storage needs. The Public Works Agency keeps project plans and documents in a custom database linked to Laserfiche. These plans will not be linked to the EAM/CMMS at this time. The newly selected system should have the ability to link new asset related documents as needed.**

29. Does the City currently have an enterprise geodatabase in ESRI that is based off the LGIM?

- a. If yes, will this project require any specific GIS database and server tasks?
- b. If no, will this project require development of a new GIS database?

**The City is in the process of implementing a new enterprise geodatabase that is based off the LGIM. The selected consultant will be expected to assist in developing/modifying the data model for the assets which is compatible with both the LGIM and the**

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**selected EAM/CMMS solution.**

30. Will the vendor be responsible for GIS specific technical tasks in support of this implementation or will these be handled by the City's IT team?

**The selected vendor will be expected to assist in specific GIS technical tasks as they relate to the installation and configuration of the selected EAM/CMMS solution.**

31. Is the City currently licensed for ArcGIS Server?

**Yes.**

32. Is the City currently licensed for ArcGIS Online?

**Yes.**

33. Other than Cityworks, does the City utilize any 3rd party add-ons to the ESRI ArcGIS environment?

**No.**

34. For the Priorities listed under "Task One", what is the timeline for each priority? I.E. Do all high priority tasks need to be done prior to "Go-Live"? Medium priority 1 year from "Go-Live"? Low priority 2 years from "Go-Live"? If yes, please list that time table. If no, is the City open to different approaches?

**Ideally, the high priority items will be completed prior to "go-live". There is no fixed timeline and the City is open to different approaches.**

35. Does the City plan for the point of entry for collection to be GIS exclusively or a combination of GIS and the EAM for non-geographic data?

**The point of entry for non-geographic data can be a combination of methods.**

36. Approximately how many PWA assets exist in current systems?

**Traffic signs, striping, curb markings: Unknown (a separate project to collect this data needs to be performed for this implementation)**

**Signalized Intersections: ≈300**

**City owned street lights: ≈1900**

**Edison owned street lights: ≈11,500**

**Pavement Records: ≈6500**

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**Flood Control Devices (Catch Basins, etc.): ≈2200**  
**Sidewalks: ≈4700 (block segments)**  
**ADA Ramps: ≈7500**  
**Street Trees: ≈50,000 (feature already collected and maintained in WCA database)**

**While this is an incomplete list of assets, this list reflects the majority of the priority assets that are the focus of this phase of the implementation project. The selected consultant will be expected to identify additional assets that are related to the priority assets to ensure the best possible implementation for the City.**

37. What level of geographic accuracy is required for the collected assets? Survey Quality? Within 3 meters (as an example)?

**The City desires an accuracy level of +/- 3 feet for all geographic assets.**

38. Is the City more concerned with attribute capture than specific accuracy of the location of assets and locations?

**Both items are important to the City.**

39. Does the City expect 2-way data exchange between EAM and GIS for Assets, Locations and Work Order data?

**Yes, the City does expect some degree of 2-way data exchange between GIS and the EAM/CMMS.**

40. Approximately how many existing workflows exist today including the ones created during the Enterprise GIS and Asset Management Implementation Plan project?

**The workflows identified in the Enterprise GIS and Asset Management Implementation Plan project are as follows:**

**Traffic Request for Service Process**  
**Traffic Count Request**  
**Sanitation Service Request Process**  
**Pavement Management Process**  
**Sign Installation / Replacement**  
**Water Meter Operations (Not a part of this implementation)**

**Additional workflows that require analysis for implementation:**

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**Street Light Maintenance Process  
Flood Control Device Maintenance Process (Catch basins, culverts, etc.)  
Sidewalk Maintenance / ADA Ramps  
Street Tree Maintenance  
Median Maintenance**

**During the course of the project, the selected consultant may discover additional workflows that require implementation into the EAMS. The City expects to implement additional workflows in a future phase of the project.**

41. Does the City desire the ability to create work order and service requests from the mobile interface?

**The City would prefer a solution that allows work order and service requests to be created from the mobile interface.**

42. Does the City require an online/offline mobile solution?

**The City would prefer a solution that allows workers to function in limited connectivity environments.**

43. Is the City familiar with ArcGIS Collector?

**Yes.**

44. Does the City desire to edit GIS data in the field. I.E. Redlining, attribute changes, etc.?

**Yes, the City would prefer a solution that allows for adding, editing and deleting GIS asset data in the field.**

45. Would the City's expected approach to Acceptance Testing be for the Consultant develop and recommend the test plan, then following approval to guide City employees to develop the test plan, test scripts, and then facilitate the actual testing with City employees?

**No, the City would expect the Consultant to develop the test plan and the test scripts and then facilitate the testing with City employees.**

46. Does the City have a change management process?

**Yes, a change management process does exist for IT infrastructure**

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**related systems.**

47. Does the City have a dedicated implementation team and how many SMEs will be available?

**No, while the City does not have a dedicated implementation team, the City has appointed a project manager to oversee all aspects of the implementation for this project. The availability of SMEs has yet to be determined.**

48. Are there any other projects that will be running in parallel of this project?

**Yes, in addition to the various ongoing capital improvement projects, the Public Works Agency will also be undergoing a project to review existing business process as related to administrative functions. These projects should not conflict with the implementation of the EAM/CMMS.**

49. As part of the deliverables, are you looking for written procedures or training materials?

**Yes, as stated in Task Three, there are various documents the selected consultant will be required to develop, including training materials.**

50. Does the City have any other software application hosted from a secure cloud environment? If so, which ones?

**The City uses GovClarity which is a hosted mapping application that provides parcel ownership information and high resolution aerial photography to all users of the City.**

51. Does the City anticipate converting any historical purchasing information or just strictly work activity?

**No, converting/importing historical purchasing is not anticipated for this project.**

All other terms and conditions remain the same.

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