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Metro

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TO: **BOARD OF DIRECTORS**

THROUGH: **PHILLIP A. WASHINGTON**
CHIEF EXECUTIVE OFFICER

FROM: **DAVID C. EDWARDS**
CHIEF INFORMATION OFFICER

SUBJECT: **ENTERPRISE ASSET MANAGEMENT PROJECT (M3 REPLACEMENT)**

ISSUE

Metro has begun the process to replace its 12 year old asset management system known as its Maintenance and Material Management (M3) System. The underlying software product is at end of life and no longer being maintained nor enhanced by the vendor.

Over the past six months we engaged over 200 key stakeholders across the Agency to capture requirements for a new system, develop a Statement of Work (SOW), and detail a Rough Order of Magnitude (ROM) cost. Through the Technology Governance process the plans have been validated, risks have been identified, and mitigation strategies have been outlined across departments. Despite these diligent efforts to develop a comprehensive cost for this project, a market survey suggests this cost could vary between $25 million to $50 million.

DISCUSSION

As Metro embarks upon the execution of Measure M, there is an urgent need for a comprehensive Enterprise Asset Management solution for effective asset and inventory tracking and management. The M3 System is a critical tool used extensively across Metro for maintenance and repair of rolling stock, material management, and timekeeping for more than 2000 contract employees, among other things. M3 has many challenges: the system is outdated and the vendor has discontinued traditional support of the product; M3 lacks capability to support

some of Metro's core business functions, specifically Rail Wayside; Timekeeping and reporting/analytics are extremely time consuming and labor intensive; and the system is not intuitive to use.

With the passage of Measure M, billions of dollars of additional assets will need to be effectively tracked and maintained. Thus, having a modern EAM System will greatly improve the efficiency of Metro Operations while addressing M3's shortcomings. Metro has already embarked on this journey by conducting key process mapping workshops, engaging with over 200 EAM stakeholders across the agency, gathered over 1,700 system requirements, and drafted a SOW and ROM cost estimate.

The objectives of implementing a new system include:

- Prepare for Measure M asset deployment by implementing a scalable EAM solution able to manage Metro's growth over the next 10-20 years;
- Replace a critical unsupported application that has not received security updates in 7 years;
- Implement features to reduce costs and increase efficiencies associated with the management, operation, and maintenance of assets;
- Support Metro operations with current and future technologies to implement best practices: Mobility; Geographic Information System (GIS), Global Positioning System (GPS), Internet of Things (IoT), intuitive application design;
- Become the primary source for asset tracking and reporting information to meet FTA's FAST Act guidelines, which is a critical step in Metro establishing itself as the transit leader in Enterprise Asset Management;
- Integrate the solution with Metro's current technology suite to optimize data gathering efforts on assets across all business units; and
- Synthesize agency-wide data into analyses that drive cohesive strategies and action plans moving forward.

NEXT STEPS
Staff is targeting to issue a Request for Proposals in the December/January timeframe. We will then begin a competitive vendor selection process. Afterward, staff will prepare a Board Report requesting approval to award a contract to the selected EAM vendor and to establish a comprehensive Life of Project (LOP) budget.