



1230 W Boone Ave
Spokane, WA 99201
www.spokanetransit.com

REQUEST FOR PROPOSALS

2025-11109

ENTERPRISE ASSET MANAGEMENT SOFTWARE AND IMPLEMENTATION SERVICES

ISSUE DATE: Thursday, November 6, 2025

PROPOSAL DUE DATE: Friday, December 12, 2025
4:00 PM Pacific Time

1.0 INTRODUCTION

Spokane Transit Authority, located at 1230 West Boone Avenue, Spokane, Washington, is requesting Proposals from qualified Proposers to furnish Enterprise Asset Management (EAM) Software and Implementation Services.

STA is open to receiving proposals for either (1) an on-premises implementation of software where STA would license the software and then pay an annual software maintenance fee or (2) a Software as a Service (SaaS) subscription model. A Proposer at its option may submit a proposal for both an on-premises and SaaS implementation. The Proposer shall complete two separate Cost Proposal worksheets (tabs), one for each approach, and return them with its proposal. The Proposer shall also summarize the differences (if any) in the capabilities of its on-premises and SaaS solutions.

As a part of this contract, the Proposer will act as a Systems Integrator with the capability to deliver a full end-to-end solution set and associated systems integration services. This includes the Core EAM Software Solution, any anticipated Third-Party Software Solution(s) needed to fully meet the requirements identified in the Software Requirements Worksheet (Attachment B) that will integrate with the Core EAM Software Solution, and the implementation team to successfully configure, design, test, train, deploy and provide application managed services for the Proposer's proposed solution set.

The selected Systems Integrator will assume single point of responsibility for all contracted services requested under this RFP. As a result, the prime Proposer/Systems Integrator shall be able to secure and offer all necessary services to be able to sell/resell proposed software, implement an integrated solution, provide managed services, and provide any other services as called for.

STA envisions awarding multiple contracts (as appropriate) from this RFP based on the composition of the selected firm's proposal including:

- Systems integration contract with the selected prime Proposer for implementation services to implement the EAM software solution and any proposed third-party software needed to meet STA requirements; and
- Software as a Service (SaaS) subscription agreements OR software licensing and maintenance agreements with EAM software solution provider and any third-party software solution providers proposed by the selected prime proposer.

STA anticipates awarding a five (5) year Contract, with option to extend up to a total of ten (10) years.

The Proposer may supplement its Proposal with Subcontractors, with the understanding the Proposer is responsible for all Work.

Please read this entire RFP package before submitting your Proposal. Careful attention must be paid to all requested items contained in this RFP.

This RFP does not commit STA to enter into any Contract; to pay any costs incurred in the preparation of a Proposal in response to this RFP or in subsequent negotiations; or to procure or contract for the Work. STA expects to negotiate a Contract with the Proposer it deems most advantageous to the agency.

1.1 Procurement Schedule and Deadlines Overview

Below is the proposed procurement timeline for this RFP. Future events may cause this timeline to change. STA reserves the right to revise the procurement timeline at any time and for any reason.

DATE	EVENT
Nov 6, 2025	RFP Advertised and Issued
Nov 12, 2025, 2:00 PM Pacific Time	Pre-Proposal Conference
Dec 1, 2025, 4:00 PM Pacific Time	Deadline to Submit Questions, Requests for Clarifications or Changes, and Red Lines to Sample Agreement (Word Document)
Dec 12, 2025, 4:00 PM Pacific Time	Proposal Due Date
Jan 5-16 2025	Evaluation of Proposals
Feb 2-6, 2025	Interviews for Proposers in the Competitive Range
Apr 2025	Final Contract Negotiations and Contract Execution

1.2 Proposer Communications with STA

STA is committed to providing all prospective Proposers with accurate and consistent information in order to ensure that no Proposer obtains an undue competitive advantage. To this end, from the date this RFP is released through the date of award of a Contract, all communications, questions and inquiries concerning this RFP shall be addressed to:

JENNIFER ANDERSON
PROCUREMENT COORDINATOR
 Spokane Transit Authority
 (509) 325-6024
janderson@spokanetransit.com

STA reserves the right to disqualify any Proposer who contacts a STA officer, director, employee, agent, representative or committee or Board member concerning this RFP other than in accordance with this Section.

1.3 Pre-Proposal Conference

A pre-proposal conference will be held on **November 12, 2025, beginning at 2:00 PM Pacific Time**. To participate:

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 247 602 366 158 7

Passcode: jK7Ek3WB

Dial in by phone

[+1 509-824-1714,445565209#](#) United States, Spokane

[Find a local number](#)

Phone conference ID: 445 565 209#

Questions and/or clarifications about the RFP may be addressed during this conference. Questions and/or clarifications may be submitted in advance in accordance with Section 1.2.

Any prospective Proposers in receipt of this RFP will be provided with any changes or clarifications to the RFP by written Amendment in accordance with Section 3.3.

1.4 Proposal Due Date and Proposal Submission

Proposals will be accepted until 4:00 PM, Pacific Time, December 12, 2025, in accordance with the specifications and conditions stated in the RFP. Proposals must be labeled with the name and number of the solicitation and submitted via Drop Box at the following link:

<https://www.dropbox.com/request/DLKHeh0mr5onKLTHuc1S>

All Proposals shall be effective for a minimum of ninety (90) Days from the Proposal Due Date or Best and Final Offer (“BAFO”) date (if applicable), whichever is later. Late submittals shall be deemed nonresponsive and returned to the Proposer. The cost of Proposal preparation will be completely borne by the Proposer. STA reserves the right to request an original Proposal with “wet” signatures, in its sole discretion.

Except as otherwise provided for herein, Proposals which are incomplete, or which are conditioned in any way or contain erasures, alterations or items not requested in the RFP, or which are not in conformance with the RFP or applicable laws, rules and regulations, may be rejected as nonresponsive.

1.5 No Proposal

To assist STA with future procurements, prospective Proposers choosing not to submit a Proposal are requested to email the STA contact in Section 1.2 with the reason(s) for not submitting a Proposal in response to this solicitation.

2.0 SCOPE OF WORK

The objective of this RFP is to procure a full end-to-end EAM solution including software licensing, implementation, integration, maintenance and ongoing support and optionally, hosting services for a new EAM solution. This includes the core EAM software and any anticipated third-party software needed to meet STA’s requirements as part of the Proposer’s solution.

The selected Contractor will assume single point of responsibility for all contracted services requested under this RFP. As a result, the prime proposer/systems integrator should be able to secure and offer all necessary services to be able to sell/resell proposed software, implement an integrated solution, provide managed services, and provide any other services as deemed necessary.

2.1 Project Background

STA provides public transportation services through fixed route (bus) service, Paratransit service, and Rideshare to the cities of Airway Heights, Cheney, Liberty Lake, Medical Lake, Millwood, Spokane and Spokane Valley, and parts of the unincorporated County.

STA’s mission is to provide safe, inclusive, convenient, and efficient public transportation services to Spokane area communities. STA formally established five Organizational Priorities outlined below as part of its Transportation Asset Management (TAM) Plan and is supported by a set of performance measures.

1. Ensure Safety
2. Earn and Retain the Community’s Trust
3. Provide Outstanding Customer Service
4. Enable Organizational Success

5. Exemplify Financial Stewardship

STA has over \$350M in capital assets across its fleet and facilities with an additional \$420M in assets scheduled to be acquired over the next five (5) years. Asset inventory, maintenance workflow, and history with ties to components and parts through the asset lifecycle are necessary to ensure a state of good repair and efficiency.

The purpose of this Request for Proposals (RFP) is to procure and implement a robust Enterprise Asset Management (EAM) software solution to effectively support STA's fleets and facilities asset management, maintenance, and operational needs. Functionality required in the new system includes:

- Comprehensive/Complex asset registry
- Asset condition and assessment
- Work requests (service requests)
- Work planning and management
- Warranty management
- Inventory/Warehouse management
- Planning and budgeting
- Reporting and Analytics (decision support)
- Data access and integration

2.1.1 STA Consultant

In order to prepare for the new software, STA engaged HDR to update their high-level business processes and facilitate preparing updated asset hierarchies. The business process map samples and hierarchy samples will be provided to the Shortlisted Proposers before demonstrations.

HDR is also supporting the procurement process (including requirements development and RFP development). HDR is therefore ineligible to participate as a subcontractor on this RFP. STA reserves the right to continue to use the services of HDR regarding this RFP and any subsequent related acquisition tasks. The prohibition on contacting STA staff about this RFP also applies to HDR staff.

2.2 Current State Overview

2.2.1 Assets to be Managed

As of October 2025, STA manages the following assets:

- Rolling Stock
 - 175 Fixed Route Vehicles
 - 123 Paratransit Vehicles
 - 119 Rideshare/Special Use Vehicles
- Organizational Owned Equipment
 - 65 Support/Non-Revenue Vehicles
 - 83 Major Equipment Items (acquisition value of over \$50,000)
- Facilities
 - 25 Owned Facilities
 - 33 City Line BRT Stations

- Over 1,600 bus stops

2.2.2 Current Software in Use

STA currently uses Tyler EAM as its primary Enterprise Asset Management (EAM) software. The EAM is connected to STA's ERP (Tyler ERP).

Some other key software in use are as follows. A list of all required interfaces is provided in 2.5 Software Requirements Overview:

- GIS: Esri ArcGIS
- Operations: Trapeze OPS
- Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL): Vontas OnRoute
- Data Warehouse and Analytics: Azure Data Warehouse, Power BI, Azure Fabric
- Construction Management: Procore (implementation in progress)
- Learning Management System: LearnUpon
- Telematics: Samsara

2.3 Future State Overview

2.3.1 Users

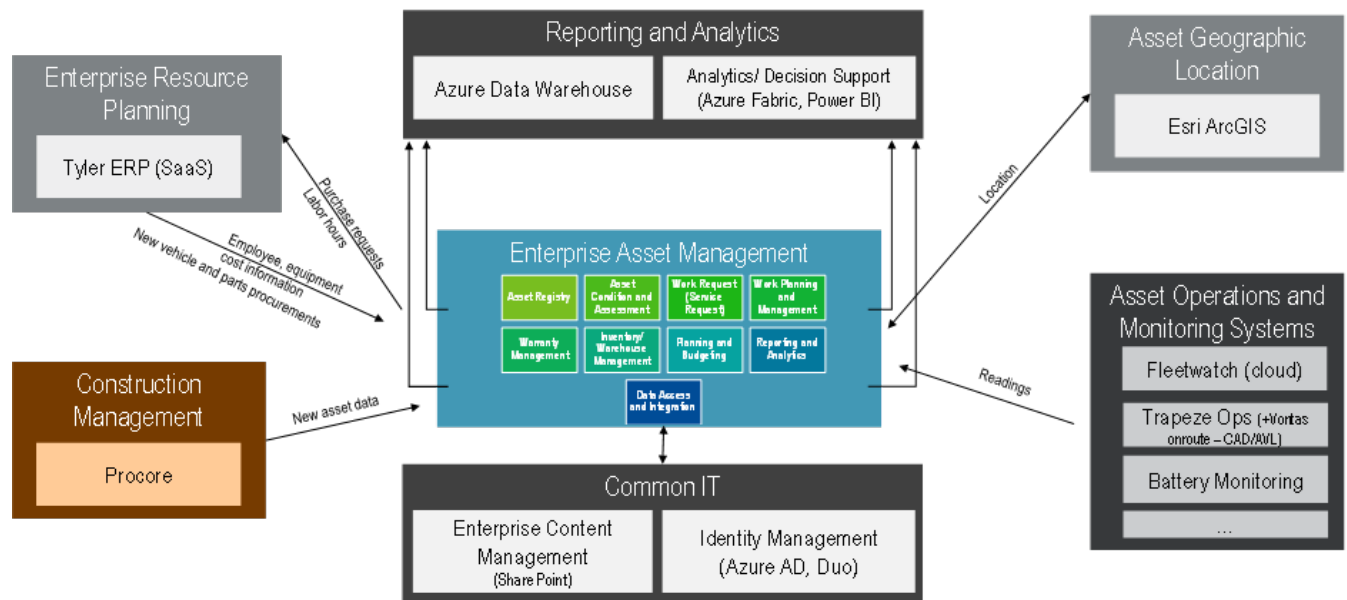
The number of planned EAM users are as follows:

- Maintenance Analysts, Administrative Assistants and Technical Project Specialists – 10 users
- IT – 10 users
- Finance – 10 users
- Fixed Route and Paratransit Supervisors and Analysts – 40 users
- Procurement and Warranty – 10 users
- Maintenance Management team – 5 users
- Fleet Servicers, Technicians, Foreman, and Trainers – 110 users
- Facilities Laborers, Specialists and Foreman – 40 users
- Rideshare group – 5 users
- Planners – 5 users

Of these users, 60% of users will be mobile users, up to 60% would use the desktop environment (some users will use both the desktop environments and mobile devices).

2.3.2 Future State Capabilities and Conceptual Architecture

STA envisions the EAM solution will integrate with the current Tyler ERP and other existing or planned systems including GIS, Trapeze asset operations and monitoring systems, and analytics tools. The EAM solution, which is expected to be a commercial off-the-shelf (COTS) software product, shall integrate seamlessly with a mobile solution (to be provided by the EAM proposer/vendor) to provide remote access to field workers. A future state conceptual architecture is as follows:



A detailed list of integrations is provided in 2.5 Software Requirements Overview and Section 2.9.5.

2.4 STA Project Staff

STA intends to staff the EAM project as follows. The Proposers should tailor the Proposals to these STA staffing assumptions.

- Project Sponsor
- Project Manager
- Business Process Leaders/Managers
- Organizational Change Management (OCM) Lead (to coordinate with Proposer’s training lead/team)
- Fleet and Facilities Maintenance SMEs
- Organizational Development /Training Lead (to coordinate with Proposer’s training lead/team)
- Business Analyst
- IT Lead
- IT Technical Developers / Analysts
- IT Operations Staff (cybersecurity, enterprise architect, infrastructure, network, help desk manager, etc.)
- Future EAM System Administrator

2.5 Software Requirements Overview

2.5.1 Business Requirements/Capabilities to be Supported by the EAM Software

STA has identified functional and technical requirements that the proposed EAM software solution will need to support. The Proposals should address how the Proposer will support each of these capabilities. See Attachment B. The Proposer shall provide Custom off the Shelf (COTS) EAM software and other components and services that are required to meet each of these requirements.

Unless otherwise noted in its proposal, the Proposer agrees that it is willing to be contractually obligated to meet each requirement. See Attachment B.

STA expects the proposed EAM software solution to support all elements of the following critical business functions as follows.

Business Function	Description
Asset Registry	Support the tracking of assets that are owned, managed, and maintained by STA as well as assets that are owned by STA but are maintained by a third-party provider.
Asset Condition and Assessment	Provide the capability to designate and track the condition of assets based on user-defined criteria for each asset class and type utilizing a user-defined rating scale.
Work Request (Service Request)	Support the creation, routing and management of work requests for the various STA assets. The work request functionality supports and feeds into the work planning and management functionality.
Work Planning and Management	Support the planning, scheduling, management and tracking of the various maintenance management activities performed on the various asset classes. Further, the functionality should support the tracking and costing of work performed on these assets.
Warranty Management	Support the ability to identify asset, components and parts warranties, including the warranty terms and the party responsible for warranty service. Additionally, users can highlight work under warranty, identify and file warranty claims and track warranty service and reimbursements.
Inventory/ Warehouse Management	Plan, organize and control the inventory of components and materials/ consumables that are stored in STA warehouses.
Planning and Budgeting	Provide the capability to calculate and analyze all costs associated with the operation and maintenance of the various assets, asset classes, and asset types.
Reporting and Analytics	System should be able to generate and distribute reports, supporting the various components across the EAM system. The requirements also identify the availability of a report portal, for easy access to applicable reports, and the ability to create ad-hoc queries.
Data Access and Integration	Access asset data via multiple platforms (including mobile) and view holistic information through integration with various STA systems (such as GIS, ERP, access management and others).

Attachment B contains the full list of requirements and must be completed by the Proposer to address how each capability will be supported. The attachment includes a worksheet for technical requirements in addition to the functional requirements. The selected Proposer will be responsible for configuring the system to meet the more detailed and specific functional requirements contained in Attachment B.

2.6 Service Overview

The selected Proposer will be responsible for delivering the following sets of services:

- Implementation Services: Implement the proposed software, including interfaces
- Post Implementation Application Management Services: Ongoing maintenance and software upgrades support

- (Optional, for Hosted Services. Not applicable for On-Premises Proposals) Hosting Services: Host the software for the term of the contract

The selected Proposer must provide a project team that can be onsite as required for key activities (e.g., requirements validation, process validation, workshops, training), and a complete suite of implementation, hosting, and ongoing application management services that is aligned with what is described in this RFP. Detailed descriptions of the expected Tasks and Deliverables are included later in this RFP.

The selected Proposer is encouraged to provide accelerators or other ways to jump-start the configuration process.

This section defines the priority services, along with the anticipated responsibilities of the selected Proposer in delivering these services. It is understood that the Proposer’s methodology may not utilize these exact activities in the order listed or align exactly with expected responsibilities. However, it is expected that the services and responsibilities listed below will be addressed in some capacity (either a combination or standalone) in the Proposer’s proposed approach.

2.6.1 Key Personnel

One of STA’s primary criteria when evaluating the RFP responses is the quality and experience of Key individual resources that the Proposers commit to naming and assigning to the EAM project team.

STA has established the following minimum roles that the Proposers must identify and name as Key Personnel. STA assumes the Key Personnel will be assigned to the project roles on a significant basis, apart from the Senior Executive.

The selected Proposer agrees that they will not substitute other resources for named Key Personnel (except under conditions that are beyond the Proposer’s control) and will not reassign without first consulting STA and following a defined transition period and plan.

Role Name	Role Description
Senior Account Executive	Responsible for executive oversight with STA, Change Management, and Key Personnel team. Assumes Profit & Loss responsibility for the software and services being offered and has ultimate authority over all resources assigned to the project. At a minimum this individual will participate directly in monthly Steering Committee meetings and will be available for issue / change order escalation and resolution activities as required.

Role Name	Role Description
Program Director / Project Manager	<p>With at least seven (7) years of project management experience focused on implementing EAM, ERP, or other similarly complex software solutions. STA expects the project manager will have experience implementing the proposed EAM software and/or similar enterprise software in organizations with similar size and complexity as STA. The project manager's background should highlight enterprise asset management experience. This resource must have referenceable credentials in the successful completion of critical project-specific administration and oversight activities to execute and deliver an enterprise-level project. PMP certification is desired but not required for this role. STA expects this individual to be dedicated full-time or near full-time on the project.</p>
EAM Solution Architect	<p>With at least five (5) years of experience designing enterprise asset management solutions and a minimum of three (3) years of experience with the proposed software product. This resource shall be responsible for project compliance with technical, architectural, and implementation best practices and for the implementation of all functional, technical and integration requirements. Proposers may propose multiple Architects as Key Personnel, if necessary, to ensure full coverage for each software, module and/or implementation phase. At least one of these individuals must be named as the Lead EAM Solution Architect. This individual will also be responsible for overseeing the creation and maintenance of a requirements traceability matrix which documents how each requirement in the RFP is met by the configured EAM solution.</p>
Functional Lead	<p>With at least five (5) years of experience designing and implementing enterprise asset management solutions in a senior level role, and a minimum of two (2) years of experience implementing with the proposed software product. This resource shall be responsible for managing all functional aspects of the implementation such as analysis, design, configuration, and associated activities. Proposer may name and commit multiple Functional Leads as Key Personnel to provide full coverage for functional domains or workstream (e.g. one for work order processing and one for warehouse /inventory business capabilities). If multiple functional leads are proposed, the specific workstream or domain responsibilities for each individual should be clearly identified.</p>
Technical Lead	<p>With at least five (5) years of experience leading team responsible for technical activities such as system installation/optimization, environment management (dev, test, prod, etc.), data conversion and interface development. This individual will be responsible for technical aspects of the implementation and system infrastructure development. This resource will lead and/or provide technical oversight of Proposer's application installation, hosting set up, interface development, and data conversion. The Proposer may name and commit multiple Technical Leads as Key Personnel if this is necessary to provide full coverage of all required skills and experience. If multiple technical leads are proposed,</p>

Role Name	Role Description
Testing Lead	<p>the specific responsibilities for each individual should be clearly identified.</p> <p>Responsible for all test planning, test execution, testing support and test execution verification (e.g. mapping test cases back to the requirements traceability matrix) activities to be conducted by the Proposer. This includes providing necessary training and testing support to STA resources assigned to conduct User Acceptance Testing.</p>
Training Lead	<p>Responsible for the development of the training plan, all training materials, and training execution for the EAM system implementation. This includes ensuring all end-users and stakeholders are adequately prepared to adopt new processes and utilize the new system effectively. This resource will also coordinate with STA's change management lead to identify training audiences, tailor content to various user groups and communicate throughout the implementation process.</p>

2.6.2 Implementation Services Overview

The selected Proposer shall provide services to implement and deploy the EAM solution. The implementation services must, at a minimum, include the elements that follow.

The scope of work, as part of this RFP, is a general guide for Proposers and not intended to be a complete list of all work required as part of a solution for successful implementation of an EAM system. Please refer to Section 2.8 of this RFP for an expanded description of scope.

The specific tasks include:

Task 1 – Project Management

Task 2 – Business Process and Requirements Validation

Task 3 – Solution Design

Task 4 – Data Conversion

Task 5 – System Integrations & Interfaces

Task 6 – System Development

Task 7 – Testing

Task 8 – Knowledge Transfer & Training

Task 9 – Solution Deployment

Task 10 – Production Support & Transition

The selected Proposer will be responsible for providing a robust EAM environment that meets all required capabilities as outlined by STA in this RFP.

2.6.3 Application Management Services

The selected Proposer shall provide post-implementation Application Management services to maintain and enhance the EAM solution for the duration of the contract post implementation (including any contract extensions). The details of the Application Management service to be provided are described in Section 2.9 – Detailed Tasks and Deliverables Descriptions. In general, these services must include the following elements.

- **Routine system maintenance and patching** that includes updates to the EAM software and any related components such as interfaces, tools, configurations, etc., required to support both major and minor releases and/or patches. Conducting thorough testing required to verify these updates/changes will not disrupt STA's operations or negatively impact the overall EAM system functionality. AND make any modifications to existing configurations/code, data structures/contents, and other components necessitated by these updates, changes, and testing.
- **Routine monitoring and operation** of the EAM solution to optimize performance, address capacity issues and ensure that agreed operational service levels are met or exceeded.
- **Break-fix support for issues and incidents** that impact the ability to use the EAM solution as designed and/or intended, whether proactively detected by the Proposer or reported by the systems users.
- **Robust Software Development Life Cycle (SDLC)** structured processes, practices and tools to ensure that the application source code and configurations are well maintained, professionally controlled and documented.
- **Conduct automated or manual regression testing** as appropriate each time new patches, software releases, or changes/updates are applied to the system.
- **Application design, development and testing capacity** to provide the necessary resources and expertise to support enhancement and software optimization requests at the expected level.

2.6.4 (If Proposed) Hosting Services

The selected Proposer shall provide hosting for the EAM solution through one or more of the following models.

- Cloud hosting – a cloud location within the 48 continuous United States
- Software as a Service (SaaS) – provide the EAM solution through a subscription-based software as a service model.

The details of the required hosting services are described in section 2.9 – Detailed Tasks and Deliverables Descriptions. In general, these services must include the following elements.

- Provisioning of all infrastructure components (compute, storage, database, middleware, data warehouse, network, security, management tools, failover/disaster recovery, etc.) required to run all required instances (dev, test, prod, pre-prod, etc.) of the EAM solution and at minimum meet the required service levels, exceed where possible.
- Ability to add capacity as required
- Monitoring and management of the infrastructure and other components that are required to meet the service levels. This would include but may not be limited to:
 - Incident and problem management
 - Change, configuration and release management

- Capacity, performance and availability management
- Infrastructure component lifecycle management, including refresh planning and execution
- Disaster recovery capabilities which align with STA requirements along with periodic disaster recovery capability testing
- Service request and response tracking along with EAM system service level reporting.
- Ensuring compliance with applicable regulatory requirements, security policies and any security requirements specified in the RFP.

2.6.5 Artificial Intelligence and Machine Learning Governance/Requirements

In recognition of the rapid advancement and transformative potential of Artificial Intelligence (AI), STA seeks to responsibly integrate AI capabilities into its digital ecosystem. STA is committed to promoting the ethical, transparent, and accountable use of AI, while maintaining full control over its data assets, ensuring privacy, and aligning with applicable regulatory frameworks.

Proposers must demonstrate how their solution supports STA's goals of:

- Responsible AI adoption
- Data sovereignty and privacy
- Operational transparency
- Regulatory compliance

If the proposed solution will incorporate Generative AI and/or Machine Learning features, the proposals shall address the following:

2.6.5.1 LLM- & RAG-Specific Requirements

Proposers shall address the following requirements related to Large Language Models (LLMs) and Retrieval-Augmented Generation (RAG) systems:

- Prompt & Context Management: Solutions must support version-controlled prompt templates and enforce safe prompt patterns to prevent prompt injection and misuse.
- Retrieval Quality: Proposers must describe the embedding model used, the chunking strategy for document segmentation, and mechanisms for ensuring citation accuracy and traceability of retrieved content.
- Output Controls: Solutions must include configurable safety filters, response refusal policies, and moderation tools to prevent the generation of harmful, biased, or non-compliant outputs.
- Multi-Model Strategy: The architecture must support routing across multiple models and providers, with preference for open formats and interoperability standards.

2.6.5.2 Responsible AI & Regulatory Alignment

Proposers must demonstrate alignment with recognized Responsible AI frameworks and provide the following governance features:

- Governance Mapping: Clearly map solution capabilities to Responsible AI principles such as fairness, accountability, transparency, and safety.
- Human-in-the-Loop Mechanisms: Define workflows for human review, including queue management, override capabilities, and escalation paths for sensitive outputs.

- **Transparency & User Experience:** Solutions must include user-facing disclosures regarding AI involvement, model limitations, and comply with accessibility standards (e.g., WCAG 2.1).

2.6.5.3 Intellectual Property, Licensing & Indemnities

To protect STA’s interests, Proposers must adhere to the following terms:

- **Ownership:** STA shall retain full ownership of its data, including any fine-tuned models, embeddings, or artifacts derived from its proprietary content.
- **Training Data & Third-Party Content:** Proposers must disclose all datasets used for model training or inference, including licensing terms and provenance of third-party content.
- **Model & Content Usage:** Define clear usage restrictions, licensing terms, and End User License Agreements (EULA) applicable to the models and generated content. Indemnification clauses must cover misuse, IP infringement, and regulatory violations.

2.7 Summary of Tasks and Deliverables

The Proposer must define their approach to meet the following deliverable requirements for implementing a new EAM system. At a minimum, the response must address the following components identified in the subsections below.

The Proposer shall explicitly agree to provide all listed deliverables and include, at a minimum, the criteria associated with each. While the baseline criteria is required, Proposers are encouraged to expand upon each deliverable and detail how it aligns with and supports the overall solution in their response. Acceptance criteria is required for each proposed deliverable.

Task 1 – Project Management	
Subtasks	Deliverables
Subtask 1.1 – Develop Project Control Document	Deliverable 1.1 – Project Control Document
Subtask 1.2 – Develop Technical Deployment Strategy	Deliverable 1.2 – Technical Deployment Strategy
Subtask 1.3 – Develop Project Work Plan	Deliverable 1.3 – Project Work Plan
Subtask 1.4 – Initiate & Kickoff Project	Deliverable 1.4 – Project Kickoff Presentation
Subtask 1.5 – Project Status	Deliverable 1.5 – Project Status Reports
Task 2 – Business Process and Requirements Validation	
Subtasks	Deliverables
Subtask 2.1 – Manage Requirements	Deliverable 2.1 – Requirements Management Plan
Subtask 2.2 – Document Future State Business Processes & Analyze Requirements	Deliverable 2.2 – Requirements Analysis Document and Fit/Gap Assessment
Subtask 2.3 – Validate Requirements	Deliverable 2.3 – Requirements Traceability Matrix (RTM)
Task 3 – Solution Design	
Subtasks	Deliverables
Subtask 3.1 – Develop Solution Design	Deliverable 3.1.1 – Solution Architecture Deliverable 3.1.2 – Functional Design Document Deliverable 3.1.3 – Technical Design Document

Task 4 – Data Conversion	
Subtasks	Deliverables
Subtask 4.1 – Develop Data Conversion Plan	Deliverable 4.1 – Data Conversion Plan
Subtask 4.2 – Conduct Data Conversion	Deliverable 4.2.1 – Mock Data Conversion 1 Report Deliverable 4.2.2 – Mock Data Conversion 2 Report Deliverable 4.2.3 – Mock Data Conversion 3 Report Deliverable 4.2.4 – Production Data Conversion Report
Task 5 – System Integrations and Interfaces	
Subtasks	Deliverables
Subtask 5.1 – Develop Interface Specifications	Deliverable 5.1 – Interfaces Specifications Document
Subtask 5.2 – Develop Interfaces	Deliverable 5.2 – Interfaces Development Report
Task 6 – System Development	
Subtasks	Deliverables
Subtask 6.1 – Plan for System Development	Deliverable 6.1 – System Development Plan
Subtask 6.2 – Develop the System	Deliverable 6.2 – System Development Report
Task 7 – Testing	
Subtasks	Deliverables
Subtask 7.1 – Plan for System Integration Test	Deliverable 7.1 – System Integration Test Plan
Subtask 7.2 – Development Test Scripts, Test Scenarios, Test Cycles and Test Data	Deliverable 7.2 – Test Scripts, Test Scenarios, Test Cycles and Test Data
Subtask 7.3 – Perform Integrated System and End-to-End Testing	Deliverable 7.3 – System Test Report
Subtask 7.4 – Support User Acceptance Testing	Deliverable 7.4 – User Acceptance Testing Report
Task 8 – Knowledge Transfer and Training	
Subtasks	Deliverables
Subtask 8.1 – Develop Training Plan and Begin Knowledge Transfer	Deliverable 8.1 – Knowledge Transfer & Training Plan
Subtask 8.2 – Develop Train-the-Trainer Framework	Deliverable 8.2 – Train-the-Trainer Curriculum & Course Design
Subtask 8.3 – Develop End User Training Approach and Materials	Deliverable 8.3 – Training Materials
Subtask 8.4 – Conduct Training	Deliverable 8.4 – Training Report
Task 9 – Solution Deployment	
Subtasks	Deliverables
Subtask 9.1 – Plan for Production Release	Deliverable 9.1 – Deployment Plan
Subtask 9.2 – Verify Readiness for Cutover	Deliverable 9.2 – Production Readiness Report

Subtask 9.3 – Go-live	Deliverable 9.3 – Go-live Report
Task 10 – Production Support and Transition	
Subtasks	Deliverables
Subtask 10.1 – Plan for Production Support	Deliverable 10.1 – Production Support Plan
Subtask 10.2 – Provide Post-Deployment Support	Deliverable 10.2 – Production Support Report
Subtask 10.3 – Transition to Maintenance Services, Verify Implementation Closeout & Final Acceptance	Deliverable 10.3 – Support Transition Report Solution Acceptance Document
Task 11 – Service Management	
Subtasks	Deliverables
Subtask 11.1 – Service Management	Deliverable 11.1 – Service Management
Task 12 – Application Management	
Subtasks	Deliverables
Subtask 12.1 – Application Management	Deliverable 12.1 – Application Management Report
Task 13 – Hosting Services (Optional)	
Subtasks	Deliverables
Subtask 13.1 – Provide Hosting Services	Deliverable 13.1 – Ongoing Hosting Report

2.8 Deliverable Expectations and Acceptance Process

The selected Proposer and STA will use these standards for developing a mutual understanding as to content, format and nature of each deliverable and criteria and process for obtaining acceptance. The selected Proposer shall follow this process unless otherwise mutually agreed upon between STA and the selected Proposer.

The selected Proposer shall prepare and submit a Deliverable Expectation Document (DED) for each deliverable identified in the Deliverable List above. Selected Proposer shall not start development of these deliverables prior to obtaining acceptance of the respective DED from STA. Each deliverable shall be developed by the selected Proposer in accordance with the following requirements.

1. The selected Proposer shall develop the DED for the respective deliverable. The selected Proposer shall start with the deliverable expectations contained in the Proposer’s proposal and this Scope of Work. Selected Proposer should engage STA to confirm deliverable expectations and update or elaborate as necessary. The DED shall include deliverable purpose, approach/key activities, table of contents, and acceptance criteria either following STA’s DED sample provided in Attachment E- Sample Deliverable Expectations Document or a similar DED. Selected Proposer shall provide the DED to STA for approval prior to working on the associated deliverable.
2. All deliverables must be developed in the form and format agreed to by STA and the selected Proposer using a DED approved by STA. Selected Proposer shall:
 - a. Develop agendas and coordinate scheduling with STA for all necessary events (e.g., workshops, meetings, etc.) as required for the development of the deliverables.

- b. Facilitate events (e.g., workshops, meetings, etc.) as required for the development of the deliverables.
 - c. Record and review the input received from all events (e.g., workshops, meetings, etc.) and distribute results or minutes for review to event participants.
 - d. Prepare drafts of the deliverables for STA to review.
 - e. Provide a structured process for STA to provide feedback on drafts, including events, as appropriate.
 - f. Compile and incorporate STA feedback to the draft deliverable and prepare a revised deliverable.
 - g. Distribute the revised deliverable to STA for review; obtain and analyze STA feedback as above and repeat if necessary.
 - h. Complete a final version of the deliverable including validation by the selected Proposer that the deliverable conforms to the DED and meets the defined acceptance criteria prior to distribution for approval by STA.
3. As each deliverable is submitted, the selected Proposer must include a copy of the respective, approved DED. A template to be used for each DED during this project can be found in Attachment E– Sample Deliverable Expectations Document and Attachment F – Sample Deliverable Acceptance Document (DAD) based on the approved DED with fields available for review and approval of the deliverable.
 4. The selected Proposer shall deliver all deliverables to STA, accompanied by a Deliverables Acceptance Document (DAD), by the delivery date, as established in the Project Work Plan. If selected Proposer is unable to meet the established delivery date, it shall provide STA with written notice at least two (2) weeks prior to the delivery date. Such notice shall specify the proposed new delivery date.
 5. STA will then review the Deliverable against the DAD and indicate acceptance, acceptance with comments and or revisions indicated, required revisions or rejection. STA Project Manager or designee shall notify the selected Proposer and assigned Project team resources in writing as to any specific changes requested (together with a reasonably detailed explanation of the reasons why the Deliverable should be modified) in as expeditious a time frame as possible given the nature of the Deliverable and the schedule.
 6. Unless a change is disputed, the selected Proposer shall make the changes described in a timely manner so as to not adversely impact the schedule under the Project Work Plan.
 7. Upon completion of such changes, the Deliverable shall be re-submitted to STA with a request for Acceptance. STA shall notify the selected Proposer of its Acceptance or rejection in a time frame that is practical and reasonable given the nature, criticality, and complexity associated with the Acceptance testing/review.
 8. The selected Proposer shall follow up with STA’s project manager until Proposer obtains acceptance on the deliverable.

2.9 Detailed Tasks and Deliverable Descriptions

2.9.1 Task 1 – Project Management

2.9.1.1 Task Description

The selected Proposer shall have the primary responsibility for initiating the project, preparing the project master work plan and executing the project management tasks associated with the EAM implementation project. The selected Proposer will work in collaboration with STA Project Management Office (PMO) and will align with, as well as potentially improve, STA’s program and project management processes and practices for a software implementation project. The PMO will operate within the project governance structure established by STA and its existing governance policies.

The selected Proposer shall follow project management methodologies consistent with the Project Management Institute (PMI) Project Management Methodologies stated in the latest edition of Project Management Body of Knowledge (PMBOK). The selected Proposer shall provide a detailed approach and demonstrate the necessary project management methodologies and tools required to successfully achieve the EAM project's objectives and business benefits.

The selected Proposer shall provide ongoing project management and control over the entire project, managing and monitoring on all project tasks and activities regardless of whether the responsible party is from STA, from the Vendor's team (including subcontractors) or a third-party (such as another vendor). These responsibilities shall include but are not limited to providing weekly project plan updates, weekly status reports/status meetings and continuous tracking, escalating and proactively managing the resolution of any material project risks and issues. The selected Proposer shall maintain the project RAID (risks, assumptions, issues, and dependencies) log which includes detailed descriptions of all who raised them and when.

- A **risk** is defined as any situation which has the potential to block the progress of a project task/activity or if not anticipated/managed, will result in a compromised project outcome.
- An **assumption** is defined as a condition or factor that influences planning decisions, timelines, resources, and could potentially evolve into a risk or issue
- An **issue** is defined as any situation which any project team member has identified as a situation which is blocking the progress of a project task/activity or which, if unresolved, will result in a compromised project outcome.
- **Dependencies** are defined as relationships between different parts of a project that one part must be completed, delivered or resolved before the other part can progress. This helps to identify potential bottlenecks or risks if one part is delayed or cannot be successfully completed.

The selected Proposer shall also prepare a baseline project risk assessment and risk management plan and update the risk assessment (every other week) over the course of the project. Risks will be assessed based on their potential impact on the project and the probability that they will occur. In addition to identifying, documenting and tracking/monitoring all project risks, the selected Proposer will be responsible for ensuring that a risk mediation or contingency plan is developed and documented for each risk. The selected Proposer must also regularly assess and update the impact and probability ratings for each identified risk.

The selected Proposer shall provide project management tools, processes, and techniques to guide the project, measure and monitor progress, identify and mitigate risks, facilitate completion of tasks, ensure quality, and accommodate and manage changes in scope. All Project Management documents (e.g. Project Management Plan, Project Schedule, Work Breakdown Structure) shall be compatible with Microsoft Office 2021 or later software products. Microsoft products are the preferred project management and collaboration tools used by STA.

The selected Proposer will follow technical change management best practices. The selected Proposer shall plan for their EAM Solution configuration and technical change management including release management. At some point in the implementation, STA may initiate a change freeze for legacy in scope systems. STA expects the selected Proposer to engage with STA's technical change governance process to review legacy change impacts. The selected Proposer should plan for their technical change management being a subset of STA's overall technical change governance.

The selected Proposer shall be responsible for capturing a record of key meetings and the important takeaways from the discussion. The meeting minutes are not intended to be a transcript of every discussion topic, nor may meeting minutes be required for every meeting. However, the meeting minutes shall be used to preserve a record of the following, to use as a quick reference or to be distributed: attendance, decisions pending or made, action items, identification or risks or issues.

While the selected Proposer may employ the use of online meeting technology tools to record, transcribe and summarize the meetings (using only STA-approved tools), the Proposer is responsible for

reviewing and confirming the completeness and accuracy of the meeting minutes before sending them to STA's project management team.

As a part of this task, the selected Proposer shall prepare training materials and train the core project team in-person, and on-site at STA. The goal of the training will be to orient the core project team to the capabilities of the software and effectively participate in Task 2 discussions (including business process validation and fit/gap assessment). The training must be geared towards both functional and technical elements.

The selected Proposer shall identify the necessary STA stakeholders and develop a Project Staffing and Resource Management Plan within the Project Control Document by engaging both Proposer and STA stakeholders. The selected Proposer shall develop a Project Work Plan by updating the project schedule provided in response to this RFP. The selected Proposer shall provide training on the licensed software and any third-party product for STA personnel working on this project. The selected Proposer shall introduce any Proposer tools, methodologies, and best practice recommendations to the STA EAM project team. The selected Proposer shall lead and manage implementation project activities with STA.

Activity	Responsible Party	
	Proposer	STA
Establish Project Governance in alignment with the existing STA Governance structure and policies.		X
Ground STA in technology, future state vision, common language, common misses, and common gaps during implementation. Advise STA on optimal processes (in and outside of the software) and software configurations. When STA pushes the boundaries, advise on maintenance needs for complex configurations.	X	
Develop and maintain a project management plan and project control tools, including the project schedule, risk and issue logs, mitigation options, and status reporting in accordance with STA templates.	X	
Determine resource allocation and schedule throughout the project.	X	
Attend and lead project status meetings and steering committee meetings.	X	
Provide input and lead where applicable presentation development for STA EAM Steering Committee meetings and project sponsors regarding Project status.	X	
Communicate with various STA working groups about the project progress/risks/issues/mitigations.	X	
Monitor progress toward deliverables, milestones, and release dates. This includes holding the project team accountable for their work quality and due dates.	X	
Provide Budget/Schedule/Resource updates.		X

The selected Proposer shall provide the following project management activities:

- Development and Management of a Project Control Document (PCD)
- Project Document Management
- Resource Management (STA and Proposer Staffing)
- Schedule Management
- Communications Management (Status Reporting /Stakeholder Agency /Department Communications)
- Quality Assurance and Control, including Quality Gate Reviews
- Risk and Issue Management and Escalation
- Scope and Requirements Management, including Requirements Traceability
- Budget Management
- Change Request Management
- Performance Management (Project and System)

2.9.1.2 Subtasks and Deliverables

The selected Proposer shall provide the following Project Management sub-tasks and deliverables.

Task 1 – Project Management	
Subtasks	Deliverables
<p>Subtask 1.1 – Develop Project Control Document</p> <p>Selected Proposer shall plan the activities to be carried out in the project, the assignment of resources to those activities, the dependencies among those activities, and their timing. Working with STA’s Project Manager, Proposer shall set up roles, responsibilities, record-keeping systems, lines of communication, and procedures for managing the project, assuring quality, managing technical configuration, and controlling project changes.</p>	<p>Deliverable 1.1 – Project Control Document</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Project Objectives and Scope Definition • Overview of Proposer’s Project Team including organizational chart • Staffing and Resourcing Plan • Scope Management Plan • Budget Management Plan • Schedule Management Plan • Coordination with STA’s Organization Change Management (OCM) & Communications Plan • Quality Assurance and Control Plan • Risk & Issue Management Plan • Benefits Metrics & Realization Management • Plan for updates and maintenance of the Project Control Document
<p>Subtask 1.2 – Develop Technical Deployment Strategy</p> <p>Selected Proposer shall identify technical dependencies and provide a plan for standing up, developing and making the EAM Solution ready for deployment.</p> <p>Selected Proposer shall document initial identification and/or strategy for identifying a data synchronization approach for the implementation and post go-live. This strategy shall include a focus on establishing and maintaining consistency between asset data in ERP and EAM. Proposer shall document initial identification and/or a strategy for confirming systems managing create, read, update and delete (CRUD) instances of shared, logically consistent data for operational data consistency. The scope of data conversion and interface specifications will be confirmed and documented in the later respective Tasks & Deliverables (Data Conversion and System Integrations).</p>	<p>Deliverable 1.2 – Technical Deployment Strategy</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Solution Implementation Plan consistent with the required tasks, subtasks, and deliverables • Data Conversion & Integration Strategy including a focus on the asset data in the legacy systems and asset data to be provided through STA’s GIS and ERP, including data flow diagrams and application of data standards • System Design & Develop Approach including plan for software development • Configuration & Technology Change Management Plan • Testing Strategy including Unit Testing during System, Interface and Data Conversion Development and Quality Gate Criteria for transition to later phases including Integrated System Test, and UAT
<p>Subtask 1.3 – Develop Project Work Plan</p>	<p>Deliverable 1.3 – Project Work Plan</p> <p>Shall include at a minimum:</p>

The selected Proposer must develop a master work plan including a detailed Work Breakdown Structure (WBS) and associated Gantt charts in Microsoft Project. The master plan must reflect any changes from the plan submitted with the Proposer's original proposal that were discussed and agreed to during the Project Management Task. The Project Work Plan must include a WBS that meets the project's overall objectives by describing the project tasks and deliverables.

- Identification of the critical path to Go-Live and Final Acceptance
- Resource loaded with Proposer and STA resource groups
- STA tasks and activities that are dependencies or predecessors to Proposer work (e.g. STA deliverable reviews and acceptance periods, task work like data conversion preparation and STA side interface development)
- Contingency (e.g., "slack") time should be clearly identified in the project schedule
- A way to track the baseline schedule versus the actual schedule to date versus the planned schedule
- Weekly updates of a project schedule in MS Project

Subtask 1.4 – Initiate & Kickoff Project

Selected Proposer shall, at minimum, develop a Project Kickoff Presentation to deliver and present to agencies, departments and groups in a Formal Kickoff Meeting to initiate the project.

Deliverable 1.4 – Project Kickoff Presentation

Shall include at a minimum:

- Understanding of the roles of various project stakeholders including STA and Proposer team members
- Overview of project objectives, schedule, and introduction of Proposer's team
- Identification of key stakeholders to engage during the development and review of work products for the various Tasks
- Understanding of Communications Plan, governance structure and decision-making process
- Understanding of project performance measures and critical success factors
- Documentation of questions and answers from the Kickoff meeting and identification of any updates to Project Management documentation needed as a result

Subtask 1.5 – Report on Project Status

Selected Proposer shall track project status and report on an ongoing basis. Regularly scheduled status meetings between STA Project Management Team and the Proposer Project Management Team will be held to discuss project progress, issues, resolutions, and next steps. Additionally, the Proposer will support any other status-related meetings as needed, such as presenting to various project governance bodies and committees.

Deliverable 1.5 – Project Status Reports

Shall include at a minimum:

- Monthly status reports until Final Acceptance is provided. Certain project phases (e.g., business review and fit/gap) will require more frequent meetings (e.g., bi-weekly)
- RAID Log
- Project progress by Subtask and Deliverable
- Completed and upcoming activities
- Schedule updates

- Decision log
- 4-6 week calendar outlook

2.9.2 Task 2 – Business Process and Requirements Validation

2.9.2.1 Task Description

The selected Proposer shall develop a Requirements Management Plan and manage all requirements in accordance with the approved plan. As part of this plan, the selected Proposer shall review the requirements outlined in this RFP, collaborate with STA to confirm, update and finalize a complete list of requirements to be fulfilled by the EAM project. Inputs to this review shall include the RFP requirements, STA current and future state documentation¹, and the capabilities of the out-of-the box EAM software product(s). The Proposer shall also validate these requirements in coordination with STA’s stakeholders to ensure alignment with planned/future state business processes and workflows.

The selected Proposer shall review process maps and discuss with STA staff as needed to:

1. Confirm the standard configuration of the EAM system as proposed
2. Identify opportunities to improve business process performance by taking advantage of solution features
3. Develop software solution recommendations required to eliminate any functional gaps.

The selected Proposer’s business process review is expected to build on STA’s efforts and mainly include validation and clarification of the planned processes.

The selected Proposer shall ensure that all confirmed functional and technical requirements are provided by the EAM solution and document how such requirements are realized in a Requirements Traceability Matrix (RTM). The selected Proposer shall collect data and document the requirements necessary to design and configure the EAM Solution. The selected Proposer shall validate and expand the EAM in this RFP to drive the design of the EAM Solution. The selected Proposer shall update the RTM as the project proceeds according to the approved Requirements Management Plan.

Activity	Responsible Party	
	Proposer	STA
Identify and document current state business processes.		X
Identify and document future state business processes.		X
Analyze fits or gaps between the future state and current state business processes.		X
Identify alternatives to software customizations such as business process changes.	X	X
Gather and confirm system requirements.	X	
Provide and prioritize requirements.	X	
Accept documentation of future state design of business processes and system requirements.	X	

¹ STA has documented high-level current state and future state business processes. Samples of these processes (and draft asset hierarchy samples) will be provided to Shortlisted vendors before demonstrations, and all the process maps and hierarchies will be provided to the selected Proposer at the start of the project.

Activity	Responsible Party	
	Proposer	STA
Lead organization change management initiatives.		X

2.9.2.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 2 - Business Process and Requirements Validation	
Subtasks	Deliverables
<p>Subtask 2.1 – Manage Requirements</p> <p>The selected Proposer shall validate, update, and manage the functional and technical requirements to ensure traceability throughout the life of the project.</p>	<p>Deliverable 2.1 – Requirements Management Plan</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Establish a baseline for existing requirements • Manage versions of requirements • Establish and maintain the EAM Solution’s requirements traceability matrix that will be used for requirements management, and map where in the software a given requirement is implemented • Requirements change control process • A methodology for managing requirements in an iterative development lifecycle
<p>Subtask 2.2 – Review Future State Business Processes & Analyze Requirements</p> <p>The selected Proposer shall conduct working sessions to review Attachment B – Software Requirements Worksheet.</p> <p>The selected Proposer shall ensure a common understanding with STA of the functional and technical requirements, and processes, prior to entering the Design Stage to ensure the EAM solution meets STA’s expectations and vision for the new solution.</p> <p>The selected Proposer shall validate each functional and technical requirement, as well as details described in the business process mapping document.</p>	<p>Deliverable 2.2 – Requirements Analysis Document and Fit/Gap Assessment</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Key business processes and/or policy changes required to conform with the EAM System capabilities <p>Summary level descriptions of EAM System changes needed to meet STA requirements</p>
<p>Subtask 2.3 – Validate Requirements</p>	<p>Deliverable 2.3 – Requirements Traceability Matrix (RTM)</p> <p>Shall include at a minimum:</p>

The selected Proposer shall provide updates from all functional and technical working sessions prior to validating requirements.

The selected Proposer shall validate, update, and manage functional and technical requirements to ensure traceability throughout the life of the project.

- Defining design-level requirements (functional and technical) in a manner that easily illustrates how requirements are satisfied through configuration, interface and other design/development activities.

For each requirement, the RTM shall include:

- Reference to the requirement number in Attachment B – Software Requirements Worksheet, and a traceability to a business process(es).
 - The specific EAM Solution component (e.g. module, screen, report, workflow, data field) where the requirement is met
 - The test scenario(s) where the requirement will be tested including acceptance criteria
 - The user procedure or training module where instruction is provided for the requirement (if applicable)
-

2.9.3 Task 3 – Solution Design

2.9.3.1 Task Description

The selected Proposer shall provide initial training to the STA core stakeholders on the functionality of the proposed EAM solution software. The selected Proposer shall be responsible for the installation and setup of the baseline EAM software to support development and STA data collection tasks required for the design and build process. The selected Proposer shall work with the STA Project Manager and other relevant stakeholders to facilitate collection of data for the subsequent design and build process. The selected Proposer shall develop the final detailed design documentation for the EAM solution and validate for completeness and accuracy. The selected Proposer shall configure the proposed EAM software solution to meet STA requirements, including custom development activities, and support approved integration specifications and validation and update documentation with any changes.

The integration of the EAM software with other key business software is a fundamental requirement of the project.

The selected Proposer shall use a proven implementation methodology based on industry standards and best practices. The methodology shall establish an accountability framework that allows the Proposer to deliver high-quality services throughout the project. The framework shall link project stages to defined quality gates and deliverables. The selected Proposer shall use a structured Software Development Life Cycle (SDLC) process, including an iterative software development methodology and incremental deployment of functionality to the production environment.

The selected Proposer shall conduct workshops with the STA stakeholders during Task 1 (project initiation and planning) to determine production deployment approach for rolling out the EAM solution including possible phasing strategies, site specific considerations, and benefits and risks of strategy alternatives.

The selected Proposer shall configure the EAM system and provide any specified customizations to meet the requirements included in the RTM and the specifications contained in the Solution Design final

documentation. The selected Proposer shall apply all configuration updates and system changes per the approved Configuration Management Plan in Deliverable 1.2 – Technical Deployment Strategy.

Activity	Responsible Party	
	Proposer	STA
Provide current state data for consideration during design.		X
Lead a proven solution design methodology.	X	
Conduct workshops with STA to elaborate requirements into detailed design specifications.	X	
Document design decisions made during design workshops and reviews with STA.	X	
Review and approve EAM Solution Design documents.		X

2.9.3.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 3 – Solution Design	
Subtasks	Deliverables

Task 3 – Solution Design

Subtask 3.1 – Develop Solution Design

The selected Proposer’s approach to Solution Design shall allow both Proposer and STA to provide frequent feedback as to the progress of the Project with opportunities to make corrections in interpretation which will result in a better understanding of the challenges of the Project at an earlier date.

Selected Proposer shall develop a Solution Architecture that will describe the overall components of the infrastructure required including at a minimum:

- Network and communication for connectivity to STA
- Infrastructure required for disaster recovery or downtime
- Equipment and software required for communications and connectivity with STA and targeted System Interfaces

The selected Proposer shall conduct design specification gathering including:

- Review current state artifacts, including existing system screens and forms
- Conduct crosswalk of functional requirements against replacement legacy systems to identify any existing gaps in requirements that necessitate initiation of the change control process
- Conduct onsite interviews to gather system design requirements

The selected Proposer shall conduct workshops with STA during project initiation and planning to determine the production deployment approach.

Deliverable 3.1.1 – Solution Architecture

Shall include at a minimum:

- Security and privacy controls
- Cloud environment and related components, including those used during the implementation
- Proposed Hardware and Operation System Platform
- Software Development Tools and Languages
- Database Type and Structure
- Software Products (COTS)
- Proposed Software Components
- Proposed Network Infrastructure
- Proposed Application Architecture
- Proposed Interfaces including all integrated systems

Deliverable 3.1.2 – Functional Design Document

Define design-level specifications in a manner that easily illustrates what shall be designed and configured in the new solution that is easily comprehended by non-IT staff:

- System workflow diagrams and process flows
- Define business rules
- Define user profiles and security role permissions
- Define data entry fields and validation rules
- Screen and forms mockups that demonstrate what will be configured in the system

Deliverable 3.1.3 – Technical Design Document

Reflects the final requirements for system configuration and operation based on outputs from design sessions conducted with STA. Shall include:

- Entity relationship diagrams & Data dictionary
 - Processing controls
 - Installation and configuration processes
 - Data backup procedures
 - Security controls
 - Availability and resilience controls, such as load balancing, failover capabilities, and fault tolerance
-

2.9.4 Task 4 – Data Conversion

2.9.4.1 Task Description

The selected Proposer will develop, for STA’s approval, a Data Conversion & Integration Strategy including identification of source systems, approach to conversion, application of data standards, integration workflow and processes, validation and data cleansing, roles and responsibilities for the Proposer personnel and STA staff, and policies and procedures to ensure controls are in place in accordance with STA rules and regulations. This Strategy is intended to guide the project in confirming the scope of data to convert and approach for data synchronization between the legacy systems during implementation and post go-live.

The selected Proposer shall provide a methodology and approach for data conversion. STA expects the selected Proposer to support the process of identifying and documenting data quality issues and cleansing options for the set of data targeted for conversion.

STA plans to migrate list of assets, condition data, inflight work orders, material lists and material quantities into the new software. STA plans to leave its current EAM (Tyler EAM) in place for historical data retrieval/review. The selected Proposer shall base their proposals on this high-level data conversion scope. The data conversion scope will be updated based on the approved Data Conversion and Integration Strategy document delivered as part of Task 1.

The selected Proposer shall provide all services needed to transform, standardize, migrate and load legacy electronic data and perform manual data entry that may be necessary to establish an initial database suitable for future EAM operations.

The selected Proposer shall provide tools for extracting, transforming and loading data into the EAM Solution.

The selected Proposer shall work with STA to define the specifications for migration of data from Tyler EAM into the Proposer’s Licensed Software.

The selected Proposer and STA will conduct at least three (3) mock data conversions prior to deployment to:

1. Verify conversion load sequence and dependencies
2. Determine approximate timing for every load, validation, and quality assurance review to estimate how long the data conversion activities will take
3. Validate that legacy data is “clean” (e.g., missing data is created, duplicate records are eliminated, and legacy non-integrated data reconciles once loaded mutually with STA including data synchronization with required systems)
4. Refine existing data validation procedures that ensure each conversion is loaded properly and that interdependent data conversions reconcile

Using the Data Conversion Plan and Data Conversion Specifications, outcomes and lessons learned from the data conversion sampling, and the direction provided in the Production Cutover Plan developed in Subtask 9.1 – Plan for Production Release (Deliverable 9.1 – Deployment Plan). The selected Proposer will perform data conversion, moving the converted data into the production environment.

Activity	Responsible Party	
	Proposer	STA
Work closely with STA project manager and business leads to document the strategy and plan for data migration.	X	
Define the methodology used to define, design, and implement the data conversion process.	X	

Activity	Responsible Party	
	Proposer	STA
Confirm data to be migrated from Tyler EAM into the new EAM software, with a plan to keep Tyler EAM in place for historical data review.		X
Provide input for identifying data sources and target data.		X
Identify all tasks required to extract, translate, validate, and load legacy system data into the EAM solution.	X	
Extract data and/or provide direct access to Proposer of a production copy of data for Proposer to pull from for ETL activities.		X
Provide staff to develop data extract programs and provide extract files from legacy systems.	X	
Complete data mapping from the current systems to the EAM Solution data model.	X	
Identify data quality issues and propose manual & automated data cleansing options.	X	
Perform manual data cleansing as needed.	X	
Provide data extract, transform, load tooling and infrastructure.		X
Develop automated data cleansing scripts as part of extract, transform, load scripting.	X	
Approve automated data cleansing and transformation specifications (i.e. any rules that would change legacy data as it is converted from the source system to the target system).		X
Work with the IT and Business teams to transform and load data as required by the data mapping strategy for successful implementation.	X	
Determine mitigation strategies and contingencies for any identified risks related to data conversion.	X	
Approve data quality assessment of migrated data.		X
Make final 'go' decision for cutover to production and use of data in the production environment.		X

2.9.4.2 Subtasks and Deliverables

The Proposer shall provide the following subtasks and deliverables.

Task 4 – Data Conversion	
Subtasks	Deliverables
Subtask 4.1 – Develop Data Conversion Plan	Deliverable 4.1 – Data Conversion Plan

The selected Proposer shall plan how source data will be reviewed and characterized for conversion. The plan shall include best practices from prior experience of performing data conversions to the proposed EAM system.

The selected Proposer shall develop a plan that describes the overall migration process, how data cleansing will be achieved (manual and automated scripts), data migration technology and tools, roles and responsibilities for Proposer and STA staff.

The selected Proposer shall propose any required or recommended Extract, Transform, Load (ETL) tools to use with the EAM system.

This plan must specify what and how data conversion will function. This plan must include, but not be limited by the following:

- Description of conversion Methodology (e.g., processes to extract data, processes to validate data, documentation of data)
- Number of mock runs that will be conducted
- Description of manual conversion processes that cannot be automated
- Milestones, targets
- Amount of data converted out of each system
- List of data to not convert
- Manual data entry and error correction after conversion
- Plan for testing and validating converted data
- The Plan shall also include Data Mapping. The mapping shall identify source and target data fields, data dictionary and entity relationship diagrams for the target data model. Data mapping and dictionary shall be provided in forms suitable for understanding by STA business and IT staff.

Subtask 4.2 – Conduct Data Conversion

Data Conversion shall include at least 3 mock or test conversion runs prior to the final data conversion to production.

Deliverable 4.2.1 – Mock Data Conversion 1 Report

Deliverable 4.2.2 – Mock Data Conversion 2 Report

Deliverable 4.2.3 – Mock Data Conversion 3 Report

Deliverable 4.2.4 – Production Data Conversion Report

Each report, shall include at a minimum:

- Description of the data conversion conducted
- List of data converted
- How much data was converted and loaded into the target system
- Description of automated data cleansing or correction during transformation and loading to target system
- Description of manual conversion activities, needed to complete in source systems or completed in production
- Manual data entry and error correction after conversion

The Production Data Conversion Report shall indicate successful completion on data conversion.

2.9.5 Task 5 – System Integrations and Interfaces

2.9.5.1 Task Description

The selected Proposer shall lead the development of all in-scope system integrations and interfaces. The selected Proposer will have responsibility for development of the interfaces on EAM side (Source or Target) and provide project management support for any interface updates or development of STA interface components or third-party external system components (Source or Target). The selected Proposer shall provide an overview of integration capabilities and inventory of interfaces available with the proposed EAM system solution. The selected Proposer shall work with STA to identify existing APIs or other methods for the EAM to receive or provide data for each EAM interface.

The selected Proposer shall validate the requirements for all interfaces and develop Interface Specifications Documents as required for each legacy system integration with the EAM system solution. For each required interface, the Proposer shall develop and deliver functional and technical specifications.

The selected Proposer shall provide their approach for planning and developing interface specifications including planned design patterns, use of point-to-point and middleware/API management methods. Additionally, the selected Proposer shall identify any constraints and risks associated with interfaces anticipated in this project and how the Proposer shall address these to ensure successful development and deployment.

To the extent possible, the selected Proposer will have a coaching responsibility for all interface development. It is expected that the Proposer will collaborate with STA stakeholders and third-party vendors (where necessary) to design, document, build and test the interfaces. The selected Proposer will then work to transition the responsibility of the interfaces to STA and/or third-party vendors while retaining a support role as defined in the Service and Application Management sections, Task 11 and 12.

The list of interfaces is presented in functional and technical requirements, and is also detailed here:

STA Software	Interface (Source/Destination/Both)	High Level Interface Components
Tyler ERP	Two-way, Real-time	<p>From Tyler ERP to EAM</p> <ul style="list-style-type: none">• Cost Information: Staff time cost, Materials cost, Equipment cost, contractor invoices• Staff Information: Certifications (e.g., power), Current training information, etc.• Purchasing Information: Vendor information, item master list, purchase order status, new asset list <p>From EAM to Tyler ERP</p> <ul style="list-style-type: none">• Cost Information: Staff hours spent on WOs, Equipment hours, Materials used• Staff Information: Staff hours spent on WOs, Equipment hours, Materials used• Purchasing Information: Purchase request, materials receiving status, item master list updates

STA Software	Interface (Source/Destination/Both)	High Level Interface Components
Esri ArcGIS	Two-way, Real-time	Integration of spatial data and standards from GIS with ability to bidirectionally validate and update original data source
Azure Active Directory	Two-way, Real-time	For authentication of STA users (The Proposer shall propose a single sign on (SSO) experience for STA users)
Procore Construction Management Software	One-way (Source)	New asset information from Procore to EAM
Microsoft SharePoint	Two-way, Real-time	Store and retrieve files to/from SharePoint
FLEETWATCH (by S&A Systems)	One-way (Source), Nightly	Fleet Watch to provide consumable usage (fuel, oil, fluids) and meter reading by asset to EAM
Trapeze OPS	Two-way, Real-time	<p>From Trapeze OPS to EAM</p> <ul style="list-style-type: none"> • Provide vehicle/fleet asset status and storage location to EAM • Provide asset inspection and asset defects information to EAM (to generate work requests in EAM) <p>From EAM to Trapeze OPS</p> <ul style="list-style-type: none"> • Vehicle availability/down status, including any forecast date for availability
Various: EV bus battery monitoring software	One-way (Source), Nightly (Future interface)	Provide bus battery information (e.g., battery temperature, battery health, alarms) to EAM. STA currently uses New Flyer Xcelsior CHARGE NG electric buses and Proterra electric buses
ChargePoint Charging Management Software	One-way (Source), Nightly	Provide charging station status and bus battery + charging information to EAM
LearnUpon Learning Management Software	One-way (Source), Nightly	Provide staff certification information to EAM

STA Software	Interface (Source/Destination/Both)	High Level Interface Components
Alterton Direct Digital Controls (DDC), Compass	One-way (Source), Nightly	Provide building monitoring information to EAM
Franklin Electric Fueling Systems' EVO Automatic Tank Gauges (ATGs)	One-way (Source), Nightly	Provide fuel information for STA buildings to EAM
Emergency Generator Monitoring Software	One-way (Source), Real-time Proposers: Provide information on such interfaces in proposed software/at other agencies	Provide generator alarm information to EAM.
Samsara	One-way (Source), Real-time	SUV/rideshare telematics information
Part Supplier Systems	One-way (Destination), Nightly	Trigger supply orders following pre-defined EAM rules
RS Means	One-way (Source), Nightly	Import planning-level cost data
Other Bus Telematics Software	One-way (Source), Nightly	Vehicle condition and other information. STA currently has a fleet of New Flyer, Gillig and Proterra buses
Azure Data Warehouse	One-way (Destination), Nightly	Provide EAM data to STA's data warehouse/lake for further analysis and reporting

The selected Proposer is expected to review the information above to determine the approach to be taken with each interface, determine level of complexity (low/medium/high) associated with building all the interfaces, and propose the cost accordingly. Where possible, it is STA's intention that the selected Proposer use open APIs to the extent possible. Proposers may also suggest alternatives (e.g., nightly instead of real-time) for certain interfaces based on their experience.

The selected Proposer shall develop an EAM interface specifications document template that describes each EAM system solution interface. The selected Proposer shall develop an interface or integration test plan and lead the testing of all interfaces including unit testing, system integration testing, user acceptance training, and performance testing.

It is expected that the proposed mobile device software solution will work seamlessly with the core EAM system. The selected Proposer shall specify, implement and test any interfaces required to support mobile devices used by STA staff conducting EAM operations.

Activity	Responsible Party	
	Proposer	STA

Provision services from third-party providers of the interfacing systems, if support activities or third-party system modifications are required.		X
Develop EAM Solution integrations and interfaces.	X	
Support project management activities for the development of third-party or external system sides of each interface.	X	
Conduct unit testing and demonstrations of all interfaces.	X	
Lead integrated testing with external systems of all interfaces.	X	

2.9.5.2 Subtasks and Deliverables

The Proposer shall provide the following subtasks and deliverables.

Task 5 – System Integration and Interfaces	
Subtasks	Deliverables
<p>Subtask 5.1 – Develop Interface Specifications</p> <p>The selected Proposer shall provide interface design services by providing API(s) or other methods for STA to provide and receive data from stakeholder agency /department systems.</p>	<p>Deliverable 5.1 – Interfaces Specifications Document</p> <p>This deliverable will contain the design specifications for all system interfaces interacting with the EAM system solution.</p> <ul style="list-style-type: none"> • Identify all interfaces between the EAM solution and each system/application • Define service-based interface specifications including all input/output parameters and data types • Mapping source and target of each interface field (e.g., database table name/field) • Interface requirements (e.g., expected behavior, business outcomes to be achieved) • Mapping back to relevant functional and technical requirements to demonstrate compliance • Interface workflow diagrams that illustrate user and system-to-system interactions, including alternate and exception paths
<p>Subtask 5.2 – Develop Interfaces</p> <p>The selected Proposer shall develop all mandatory interfaces.</p> <p>The selected Proposer shall conduct Unit Testing for all work on each interface.</p>	<p>Deliverable 5.2 – Interfaces Development Report</p> <p>If Proposer proposes an Agile system development methodology, this Report shall be provided on a per Sprint basis and include documentation of the Sprint Review for the respective Sprint including demonstration of the EAM side of the Interface.</p> <p>For each interface, the Interface Design Document shall include (at a minimum):</p>

The selected Proposer shall demonstrate the EAM side of each interface. The selected Proposer will document results of the demo including any defects or enhancements discussed.

- Integration flow
- EAM system adapter /connector type (e.g. web service, file)
- Interface content (field level)
- Interface trigger event or frequency
- Validations and exception processing, including echo suppression

Unit Testing results and Integration Testing considerations

2.9.6 Task 6 – System Development

2.9.6.1 Task Description

The selected Proposer shall install EAM software solution onsite in STA’s technology center (On-Premises solutions) or establish STA environment in Proposer’s data center (Hosted solution). Establish and support the appropriate number of environments as the project progresses:

- Gold instance of software (base software with no client specific configurations) as initially delivered by Proposer and patched to current release,
- Sandbox
- Development
- System Test (for system test, integration test and user acceptance testing)
- Training,
- Production, and
- Quality Assurance/Production Patch

For on-premises solution, the selected Proposer shall work with STA IT staff for the initial setup and maintenance of the environments, interfaces and other elements as applicable. Selected Proposer shall provide detailed specifications and sizing for the technical environment required to fully implement the proposed EAM Software Solution and any Third-Party Software Components in an STA managed on-premises environment for the number of users identified in **Section 2.3.1** including the development/test, production operations and disaster recovery. Specifications shall be provided at a minimum for:

- Workstations;
- Workstation operating system and browser compatibility;
- Servers (application, database, reporting, etc.) supporting a primary and disaster recovery environment for the full project lifecycle and ongoing production operations;
- Operating system;
- Database management system; and
- Other required hardware and software.

For hosted solution, the selected Proposer shall be responsible for working with the hosting provider to verify the installation and initial setup of all EAM software including server operating system, middleware, and all server and client application software as applicable for the proposed software solution.

The selected Proposer shall use a proven implementation methodology based on industry standards and best practices. The methodology shall establish an accountability framework that allows the selected Proposer to deliver high quality services throughout the project. The framework shall link project stages to defined quality gates and deliverables.

The selected Proposer shall document all system configuration values and system changes. The Proposer shall update such documentation for all changes.

The selected Proposer will be responsible for the application configuration and documentation of all software functionality and training of STA resources to support the maintenance of the configuration going forward. STA expects to utilize the standard level of configuration normally utilized by a transit agency of similar size and complexity. The selected Proposer will be responsible to show any legacy configurations that have been deprecated as part of the core system upgrades. Any tailoring of configurations to STA's EAM Solution will be a joint decision-making process, with the Proposer taking the lead working to transfer the responsibility to STA as required.

Proposers should review the software solutions product roadmap and identify any pending releases that would support or enhance STA's EAM system solution design and development. When an upgrade or patch is applied, the selected Proposer is responsible for showing STA staff how to incorporate updated business components with configurations. The selected Proposer shall be responsible for testing all configurations and advising STA on testing recommendations when releasing new updates and configurations. Proposers should identify how and when upgrades or patches may be applied during the EAM System Solution implementation and development master plan.

Activity	Responsible Party	
	Proposer	STA
Configure, customize and otherwise develop system components as necessary to achieve the solution design specifications.	X	
Review and approve acceptance criteria to facilitate the testing of all system development.		X
Conduct Unit Testing as part of System Development including identification of gaps to acceptance criteria.	X	
Fix bugs identified in system development prior to reviewing completed development with STA.	X	
Provide demonstrations to facilitate review and feedback of developed or built system components.	X	
Provided feedback, identify gaps to acceptance criteria and confirm all system components have been demonstrated.		X
Prioritize backlog of outstanding system development work.		X
Identify available capacity, track system development velocity and proactively manage system development team to complete build and development testing work on time.	X	

2.9.6.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 6 – System Development	
Subtasks	Deliverables
<p>Subtask 6.1 – Plan for System Development</p>	<p>Deliverable 6.1 – System Development Plan</p> <p>The Plan shall include any development work the Proposer plans to conduct on a regular basis such as Reports, Interfaces and Data Conversion.</p>
<p>Subtask 6.2 – Development the System</p> <p>Unit Test is expected to occur during the development of the system.</p>	<p>Deliverable 6.2 – System Development Report</p> <p>This Report shall be provided per pre-defined milestones in earlier tasks. The Report shall include any development work the Proposer completed in the Sprint such as Reports, Interfaces and Data Conversion and the results of any associated Sprint-based demonstrations.</p> <p>The System Development Report shall include Unit Testing results.</p>

2.9.7 Task 7 – Testing

2.9.7.1 Task Description

The selected Proposer shall be responsible for validating that all application components operate in accordance with their design and configuration specifications. This validation shall include ensuring that all components function cohesively as an integrated system and that all interfaces—whether with existing production applications or with systems being deployed by STA or authorized third parties—perform as required

2.9.7.1.1 Test Planning

The selected Proposer shall develop a comprehensive Test Plan with input and participation from STA including all testing necessary to confirm that the Licensed Software (core EAM), Third-Party Products, Modules and all components of the EAM Solution, including hardware, interfaces, and peripheral devices function in an integrated system in accordance with the specifications and STA business objectives. The objectives and coverage of the Test Plan will be consistent with the testing strategy developed for Task 1 and the work detailed in this task.

The selected Proposer shall conduct testing needed to ensure that all EAM solution components are complete, integrated, defect free, and meet system requirements and specifications. Progressive test cycles shall be repeated until all bugs and anomalies are resolved and EAM system components are demonstrated to meet all applicable criteria, specifications, and system requirements.

Testing and Development shall have their own environments, separate from Stage and Production environments. Testing nor development shall not be performed in the production environment. The selected Proposer shall prepare system environments, including configuration and loading of test data, required to support all testing as specified in the Test Plan.

2.9.7.1.2 Unit Testing

The selected Proposer shall conduct unit testing as specified in the Test Plan. The selected Proposer is expected to gather STA input and manage participation to develop test scripts, test scenarios, test cycles, common test data, associated test conditions, and expected results. Test scripts and test scenarios will consider STA departmental workflows, policies and procedures, actual maintenance scenarios and cross-departmental processes and activities across all shops, buildings, plants, major facilities systems and interfaces that have been provided.

The selected Proposer shall record all tests conducted, defects discovered, defects resolved and re-tests. The Proposer shall provide regular status reporting of all testing.

2.9.7.1.3 System Integration Testing (SIT)

The selected Proposer shall monitor the progress and validate completion of all pre-requisites to SIT identified in the Test Plan. The selected Proposer shall conduct SIT in accordance with the Test Plan to ensure that information is properly shared across the licensed software, third-party products, STA systems and third-party vendor systems. SIT shall include mobile device testing to ensure all peripheral and portable devices and other STA required hardware deliver appropriate functionality according to the specifications. The selected Proposer shall execute SIT to ensure that the licensed software and third-party products function as required by the business objectives and other activities outlined in this SOW.

2.9.7.1.4 Performance and Stress Testing

The selected Proposer shall perform tests to ensure that the production system will meet all response-time requirements when deployed to all users and used during peak workloads. The selected Proposer shall tune, and otherwise, update the production system to resolve noted issues. The selected Proposer shall repeat stress-test cycles until all issues are resolved.

2.9.7.1.5 Defect and Problem Resolution Tracking

The selected Proposer shall use a single Defect and Problem Resolution Tracking tool that the Proposer and STA will use collaboratively for the tracking of defects. The processes and management of the tool shall be addressed as part of the Testing Strategy developed in Task 1. The selected Proposer shall allow STA full access to the tool. The tool shall, at a minimum, include all defects in the Solution identified during any testing phase or in production shall be recorded, prioritized, tracked, and resolved in a timely manner. Each shall be assigned a "Defect Level" based on the following definitions:

1. **Critical** - Results in a system outage for certain modules and/or is detrimental to the majority of the development and/or testing efforts. There is no workaround.
2. **Serious** - System functionality is degraded with severe adverse impact to the user and there is not an effective workaround.
3. **Moderate** - System functionality is degraded with a moderate adverse impact to the user but there is an effective workaround.
4. **Minor** - No immediate adverse impact to the user.

The selected Proposer shall propose and obtain agreement with STA on the "Defect Level" approach, including the requirement that the STA's Project Management shall designate the level of severity to all defects.

2.9.7.1.6 User Acceptance Testing (UAT)

STA will conduct UAT as specified in the Test Plan. The selected Proposer shall support UAT by providing a typical UAT script, troubleshooting required during UAT, and other typical UAT support activities.

Activity	Responsible Party	
	Proposer	STA
Create Unit, System Integration (end-to-end), Performance and Stress, Security, and Regression Test Plans that are fully documented and repeatable.	X	
Approve all Test Plans		X
Develop specifications for the various testing environments.	X	
Develop a comprehensive testing schedule.	X	
Develop tools and templates to document and discuss various Test Results.	X	
Maintain source control system that can track created test cases, staged test data and executed testing scripts (Unit, Integration, Performance, Stress, Security, and Regression).	X	
Coordination of upgrades to show differences in updates and configuration changes that impact the functionality in the test environment and data where required by the project, including demonstration of requirements traceability to verify the requirements as specified in the requirements document have been satisfied.	X	
Develop acceptance criteria for various test cycles and scenarios.		X
Create test cases, stage test data and perform all testing (Unit, Integration, Performance, Stress, Security, and Regression).	X	
Review and approve testing results.		X
Ensure created test cases/scripts meet STA quality standard and can be utilized for UAT and other future testing.		X
Create User Acceptance Test (UAT) cases and test scripts.	X	X
Develop and manage test data, including establishing related tools.	X	
Coordinate User Acceptance Testing (e.g., gain user involvement, establish and define acceptance criteria, set high-level test objectives, establish high level test scenarios, etc.).		X
Facilitate and support User Acceptance Testing (establish adequate test environment based on User Acceptance criteria, prepare data to support test scenarios within modified system as well as manage the relationship with all interfaced systems necessary to conduct test, troubleshoot, support users to progress through scenarios, simulate interfaces or work with integrated systems to conduct end-to-end tests, support batch processing, exercise functionality, and report results) as prescribed by STA.	X	
Conduct User Acceptance Testing as required.		X
Manage STA's functional, integration, and regression test environments and associated test data including creation and maintenance during the testing period.	X	
Provide comprehensive and complete set of documentation for testing results.	X	
Review testing results for compliance with policies, procedures, plans, and test criteria and metrics (e.g., defect rates, progress against schedule, etc.).		X
Provide Defect tracking system for all tests.	X	

Activity	Responsible Party	
	Proposer	STA
Approve the Defect tracking system.		X
Use the Defect tracking system for all development and test activities and provide access to STA to view all test activities as well as input Defects as needed.	X	
Provide shared access to the mutually agreed Defect tracking system for purposes of allowing STA to initiate, track, and report found Defects (i.e., User Acceptance Testing).	X	
Correct Defects found as a result of testing efforts.	X	
Facilitate and support User Acceptance re-testing as prescribed by STA.	X	
Conduct User Acceptance re-testing of corrected Defects found.		X

2.9.7.2 Subtasks and Deliverables

The Proposer shall provide the following subtasks and deliverables.

Task 7– Testing	
Subtasks	Deliverables
<p>Subtask 7.1 – Plan for Integrated System Test</p> <p>The selected Proposer shall develop a detailed test plan and schedule. The development of plan should include:</p> <ul style="list-style-type: none"> • Verification that all functionality and interfaces have completed development • Severity of outstanding defects • Confirmation of the defect reporting and resolution process including engagement of interface partners 	<p>Deliverable 7.1 – System Integration Test Plan</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Documented project readiness for testing, including STA and interface partner readiness (test plans, scripts and training on testing approach complete) • Detailed Test Plan • Defect severity definitions developed • Defect tracker provided
<p>Subtask 7.2 – Development Test Scripts, Test Scenarios, Test Cycles and Test Data</p> <p>The selected Proposer shall develop detailed Unit and System test scripts to validate the build.</p> <p>The selected Proposer shall support STA in the development of test data and specify volume of data required to perform thorough testing.</p>	<p>Deliverable 7.2 – Test Scripts, Test Scenarios, Test Cycles and Test Data</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Detailed Unit and System Test scripts that validate completeness and correctness of the build • Test data loaded into test environment database • Documented risks to schedule or to quality and completeness of the scripts and data being developed
<p>Subtask 7.3 – Perform Integrated System and End-to-End Testing</p>	<p>Deliverable 7.3 – System Test Report</p> <p>Shall include at a minimum:</p>

<p>The selected Proposer shall execute System Test Plans and document and appropriately resolve defects and functionality omissions.</p> <p>Subtask 7.3 – Continued</p> <p>The selected Proposer’s System Testing shall include integrated testing of functional software modules, integrated testing of interfaces with external systems and end-to-end testing across all business processes previously defined.</p> <p>The selected Proposer shall:</p> <ul style="list-style-type: none"> • Execute the System Test scripts as specified in the Test Plan • Document all defects and functionality omissions in the Defect Tracker • Correct defects and update configuration management to notify STA of the build in which defect resolutions will be released • Release defect resolutions and implemented change requests as part of the build release cycles <p>Provide updates on the status of defect resolution on weekly calls</p>	<ul style="list-style-type: none"> • Execution of system testing, defect resolution, regression testing, performance testing <p>Indication system test has met agreed upon exit criteria</p>
<p>Subtask 7.4 – Support User Acceptance Testing</p> <p>Selected Proposer’s support shall include:</p> <ul style="list-style-type: none"> • Plan and set up test environment • Provide guidance on UAT approach • Support STA in elaboration and development of test scripts for UAT • UAT Training for UAT Testers (system overview, defect reporting) <p>Provide support by responding to STA ad hoc calls and emails in a timely manner</p>	<p>Deliverable 7.4 – User Acceptance Testing Report</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Indication all reported issues have been satisfactorily resolved, any needed regression testing and completion • Proposer’s verification that all quality gate criteria have met to exit UAT

2.9.8 Task 8 – Knowledge Transfer and Training

2.9.8.1 Task Description

The selected Proposer shall perform a training needs analysis, develop a detailed user training document, and perform knowledge transfer for the new Solution, which meet the requirements of STA’s project team, end users, and support staff. The selected Proposer will be responsible for developing Knowledge Transfer and Training Plans, developing Training Materials and conducting STA EAM Training and Evaluations. The selected Proposer will also deliver formal training courses for STA implementation personnel on skills and techniques related to the delivery of end-user training. It is anticipated that the selected Proposer will deliver the training as a combination of virtual and onsite training in two sessions, covering all the end user roles identified in Sub-Task 8.1

The selected Proposer shall provide the first round of training to end users, and train STA trainers (train-the-trainer approach) for future training. The selected Proposer shall coordinate with the STA Training Manager to adhere to STA training standards, guidelines and best practices.

The selected Proposer shall provide STA a training course outline for review and acceptance at least thirty (30) calendar days prior to the scheduled training. The Training Course Outline shall minimally include:

- Course Presentation Material
- Student training exercises
- Pre- and post-assessment materials

The selected Proposer shall populate online help content consistent with documentation provided under this task. The selected Proposer shall provide the capability for STA to update online help content. Also, the selected Proposer shall work with STA to incorporate content describing the corresponding business process for each help menu item.

The selected Proposer shall provide documentation specific to STA’s EAM implementation.

Activity	Responsible Party	
	Proposer	STA
Develop core team training documentation and plan.	X	
Develop content for end user training, unique to STA’s configurations and users.	X	
Ensure training content meets the requirements and STA quality standards.		X
Work closely with the STA project manager and business leads to develop a schedule for training.	X	
Train all STA designated trainers and change management champions.	X	
Develop end user training schedule, content and documentation.	X	
Coordinate end user training (scheduling resources, classrooms, recordings etc.).		X
Deliver end user training.	X	
Deliver train-the-trainer training.	X	
Assess training completion and effectiveness.	X	X
Provide additional training as needed to end users.	X	
Verify users’ readiness to use the EAM Solution post go-live.		X

2.9.8.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 8 – Knowledge Transfer and Training	
Subtasks	Deliverables
Subtask 8.1 – Develop Training Plan and Begin Knowledge Transfer	Deliverable 8.1 – Knowledge Transfer & Training Plan
The selected Proposer will develop a EAM Training Program which includes plans for training trainers, super users, end-users, STA system architects,	Shall include at a minimum: <ul style="list-style-type: none"> • Resources necessary to complete the training effort along with the tools and

technical support personnel, and other stakeholders in using and/or supporting the EAM Solution, including the Licensed Software, Third-party Products, and Hosting Services in accordance with the Training Strategy.

- Proposer will implement a training environment to support training and knowledge transfer activities.

documentation that will be necessary to support proposed effort

- Specific courses and course materials available off-the-shelf and strategy for developing STA EAM specific material
- Lists of materials, facilities, equipment, user profiles, access procedures, work samples, and other items needed for training, including items that STA is to provide
- Training calendar indicating the specific attendees and locations for all user training sessions. The calendar shall also indicate any planned phases or iterations in the delivery of training
- Knowledge Transfer to enable STA personnel to operate, maintain, configure and modify the new systems, including operation of the testing tools, supporting infrastructure, and security

Subtask 8.2 – Develop Train-the-Trainer Framework

The selected Proposer shall provide training curriculum of sufficient depth and clarity to provide breakdown of the course material.

Note: The selected Proposer coverage through its “Train the Trainer” approach must accommodate extended shifts of STA employees (e.g. night & weekend shifts). Proposers should address plan to transfer knowledge to these stakeholders in its response.

Deliverable 8.2 – Train-the-Trainer Curriculum & Course Design

Shall include at a minimum:

- Draft recommended Instructor-Led Training Framework and Curriculum
- Final Instructor-Led Training Framework and Curriculum

Documented plan for developing or changing courses and events to address STA feedback

Subtask 8.3 – Develop End User Training Approach and Materials

The selected Proposer shall provide online user manuals of sufficient depth and clarity to enable users to utilize all relevant system features during their work duties, both during the implementation and after the production cutover.

The selected Proposer will develop all required Training and Support Materials (e.g., lesson plans, scenarios, reference guides, scripts, videos, FAQs).

Selected Proposer will develop Training and Support Materials to enhance training, knowledge transfer, and adoption including:

Deliverable 8.3 – Training Materials

Shall include at a minimum:

- EAM end-user manual(s)
 - EAM mobile user manual
 - System administration and operations manual
 - On-Line Help administration manual
 - Ad hoc report writing manual
 - Run book that contains: network configurations, reboot procedures, monthly/daily maintenance along with trouble shooting guidelines
-

-
- Sample demonstration scripts, which will be used by STA to be customized and deliver application demonstrations for end-users and other key stakeholders
 - Sample checklists and scripts to be used by STA help desk personnel to triage problems and issues, and to help to deliver Level 1 and Level 2 support

Subtask 8.4 – Conduct Training

Selected Proposer will conduct training as defined in Deliverable 8.1 – Knowledge Transfer and Training Plan including:

- Training on the Licensed Software, Third-party Products, and Hosting Services for the implementation team
- Train-the-trainer sessions
- On-site End User training
- Post Training evaluations assessing training completion and effectiveness
- Training for End-Users that need additional training
- Post go-live evaluation assessing training effectiveness as measured by such means as reported and observed ease of EAM System usage, help desk calls and activity reports, etc.

Selected Proposer will:

- Identify systemic issues related to trainings and provide STA with recommendation for addressing them (e.g., through additional training, augmenting resources)
- Provide additional resources to address issues and recommendations above

Deliverable 8.4 – Training Report

Shall include at a minimum:

- STA Implementation Team Training
- Training progress reports
- Train-the Trainer and End Users
- End-User Training
- Support Training
- Proficiency assessment tool and proficiency assessment results for all trainings
- Post go-live Training Efficacy Report

2.9.9 Task 9 – Solution Deployment

2.9.9.1 Task Description

The selected Proposer should identify phases and/or early milestones where minimum viable products could be delivered and thus provide beneficial use of the system. It is not expected that full beneficial use would be achieved until after Acceptance, after go-live.

The selected Proposer shall deploy Licensed Software (Core EAM) and included Third-party Products in accordance with the agreed to deployment strategy and cutover plan. Deployment will include cutover to Licensed Software and Third-Party products, data conversion (including catch-up transactions), activation of interfaces, providing go-live support, issue resolution, and conducting post-go-live assessment.

The selected Proposer shall assist STA with testing and release preparation in the pre-production environment.

The selected Proposer shall validate that each interface to an external system is working correctly. The Proposer shall repair all interface-related problems caused by Proposer-developed interfaces.

2.9.9.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 9 – Solution Deployment	
Subtasks	Deliverables
<p>Subtask 9.1 – Plan for Production Release</p> <p>The selected Proposer shall, in coordination with STA, create a Production Release Plan that shall consist of a deployment plan to go live in the production environment, assist STA in successfully cutting over users and maintaining the EAM Solution in the Production environment.</p>	<p>Deliverable 9.1 – Deployment Plan</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Solution Readiness Framework • Updated Configuration Information required satisfying the STA production configuration management requirements • Updated System Architecture • Updated Detailed Design, including detailed system, technical, and user documentation. • Deployment schedule • The Plan shall include detailed step-by-step activities (both Proposer and STA activities) and the timeline for the cutover process. The plan shall define the milestones where readiness to proceed is assessed, go/no-go criteria, and fallback positions to be taken if no-go conditions are encountered
<p>Subtask 9.2 – Verify Readiness for Cutover</p> <p>Upon successful completion of UAT, STA will schedule a release to be moved to the Production environment.</p> <p>The selected Proposer shall assist in reviewing readiness to go-live.</p>	<p>Deliverable 9.2 – Production Readiness Report</p> <p>Shall include at a minimum:</p> <ul style="list-style-type: none"> • Release description including architecture or design updates, new functionality introduced, defects fixed, modifications to interfaces with other systems, other changes to existing code, and any software and hardware configuration changes • Release contents including a description of the release structure and contents and instructions for assembling and/or configuring the components of the release • Detailed configuration information for any 3rd party hardware and software • Completed Deployment Close-out Checklist • Go-live Help Desk Scripts • Detailed Production Cutover Plan • Emergency Roll-back Plan • Hosting Services for production environment initiated
<p>Subtask 9.3 – Go-live</p>	<p>Deliverable 9.3 – Go-live Report</p> <p>This Report shall be provided within 2 weeks of cutover.</p>

The selected Proposer shall complete a cutover cycle as specified in the Deployment Plan.

Shall include at a minimum:

- Results of the cutover cycles, including steps taken, milestones, fallback positions taken, decisions made, and the associated timeline
-

2.9.10 Task 10 – Production Support and Transition

2.9.10.1 Task Description

The selected Proposer shall provide production support of the EAM solution for one hundred twenty (120) days after go-live. After transition and final acceptance, the selected Proposer shall provide maintenance and support services as described in the later tasks herein, including service, application and hosting management for the remainder of the base contract term. STA reserves the right to extend services or add ad hoc support on an as needed basis for any of the post-go-live support services and/or based on the personnel role hourly rates in the selected Proposer's Pricing Proposal.

The selected Proposer production support services shall include (at a minimum):

- Provision of core EAM upgrades, including enhancements and new features
- Service desk support
- Defect correction
- Impact analysis of upcoming patches and upgrades
- Modifications to Proposer-provided components and configurations to support upcoming patches and upgrades
- Testing and deployment of patches and upgrades in all environments
- Continuous health checks of the production system
- Continuous tuning and other required system level administration
- Recommendations for system performance tuning
- Application modifications required to support scheduled infrastructure upgrades

The selected Proposer shall support STA to apply maintenance and support activities to any components restricted for access to STA staff.

The selected Proposer shall conduct a production monitoring process monthly during review meetings between the Proposer and STA. Results may be used to:

- Create actionable strategies and remediation plans
- Communicate and manage contracts performance
- Enhance relationship management through open performance dialogs

The selected Proposer shall recommend and support infrastructure (e.g., operating system, database, etc.) upgrades such that the utilized infrastructure is no more than two (2) major releases behind the current release available from the provider of the infrastructure component.

The selected Proposer shall bill STA for maintenance and support services that are provided, after the acceptance of the Support transition report and final acceptance is achieved.

Final acceptance will occur no earlier than the completion of the production support subtask duration and after the selected Proposer completes the following:

1. All agreed upon STA business process are operational and all associated software requirements have been satisfied

2. All punch list items from all testing
3. Resolution of post cutover issues except those covered under any Warranty
4. Delivery of all documentation including previously delivered documentation is up to date according to the final solution design
5. Completion and delivery of all SOW work pursuant to acceptance including successful implementation of all functions as verified by STA and completion of all testing, training and other implementation deliverables
6. All prior deliverables have been accepted and approved including all production support reports
7. Delivery of all software licenses

The selected Proposer shall obtain final acceptance only through STA’s acceptance of the solution acceptance document. The selected Proposer must report on completion of all activities to obtain final acceptance in proposer’s deliverable.

If the EAM solution is implemented incrementally, the Proposer shall provide maintenance and support services for the incremental releases at no additional cost to STA. With concurrence from STA, the routine planned maintenance activities shall be scheduled with minimal disruption of the 24-hour operational window. The selected Proposer will provide STA with a copy of the schedule at least 30 days in advance of the scheduled maintenance date for approval.

2.9.10.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 10 – Production Support and Transition	
Subtasks	Deliverables
<p>Subtask 10.1 – Plan for Production Support</p> <p>The selected Proposer shall provide a comprehensive Production Support and Transition Plan.</p>	<p>Deliverable 10.1 – Production Support Plan</p>
<p>Subtask 10.2 – Provide Post-Deployment Support</p> <p>The selected Proposer will track deployment status and provide on-site support to resolve issues by:</p> <ul style="list-style-type: none"> • Working with STA to track deployment status, identify, and escalate issues • Assigning appropriate resources to resolve issues • Communicating issue resolution • Providing additional resources to address issues and recommendations above (the resources are to be as determined necessary to support the Project through the governance process defined in Task 1 <p>The selected Proposer will track progress on achieving post-go-live exit criteria with STA as finalized in the Deployment Plan.</p>	<p>Deliverable 10.2 – Production Support Report</p> <p>The selected Proposer shall provide reports monthly until final acceptance is achieved.</p>

Selected Proposer will regularly assess the status of the deployment prior to the end of the support period. The Proposer will provide post-go-live support until exit criteria are achieved.

Subtask 10.3 – Transition to Maintenance Services, Verify Implementation Closeout & Final Acceptance

Deliverable 10.3 – Support Transition Report Solution Acceptance Document

There will be one Final Acceptance event for the EAM Solution. This Final Acceptance event will mark the end of successful Production Support and the beginning of Maintenance and Support.

STA acceptance of this Report will constitute Final Acceptance and trigger the beginning of Maintenance and Support.

2.9.11 Task 11 – Service Management

2.9.11.1 Task Description

The selected Proposer shall continue supporting the EAM system solution on an ongoing basis after the implementation and acceptance is obtained. The selected Proposer should provide any standard maintenance and support agreement to meet STA's needs.

The selected Proposer shall provide Level 2 EAM functional and technical support and Level 3 EAM functional and technical support. Level 2 and Level 3 EAM issues are defined as those which STA cannot resolve.

STA will provide an IT helpdesk to receive all EAM issues raised in production and distribute calls appropriately.

STA expects to resolve simple business process and training issues but not product configuration or base code issues. Any Level 2 functional issue that STA cannot resolve will be escalated to the selected Proposer as a Level 3 issue. It is expected that the selected Proposer will have standard definitions for classification of incidents /problems, services requests and change requests. The selected Proposer shall conduct Service Level monitoring of their Service Management services including monitoring adherence to Service Levels, monthly statistics reporting and management reports to STA.

The selected Proposer shall plan for 24/7 incident/problem intake, triage and resolution. It is expected the selected Proposer will provide their standard plan for planned and unplanned outages including their escalation process. The selected Proposer shall provide software maintenance services and conduct overall EAM system solution maintenance updates. Throughout the selected Proposer's services, it is expected Proposer will lead configuration management and technology changes. The selected Proposer shall provide technical guidance to STA and communicate technology change and configuration management activities.

The selected Proposer shall provide resolution to unplanned outages and incidents such that availability of the EAM system solution is maintained at 99.99% (four 9s) as defined in the technical requirements.

STA's service response and resolution requirements for EAM are as follows:

1. The selected Proposer will triage STA support requests into at least minor, major and severe support categories.
 - a. **Minor support** requests are defined as failures or problems, which impact the ability a limited number of EAM users to conduct their work activities or allows them to conduct the activities using approved workarounds.
 - b. **Major support** requests are defined as failures or problems, which significantly impact the ability of the EAM users to conduct their work activities without resorting to manual procedures or unacceptable workarounds.

- c. **Severe support** requests are defined as failures or problems, which do affect the overall safety, security, or operation of STA. The failure of a system component resulting in the loss of functionality of asset status or current condition would be an example of major failure requiring immediate remedy.
- 2. The selected Proposer will define failures into minor, major and severe categories and respond accordingly.
 - a. **Minor Failures:** The Proposer must respond within 4 hours to isolate the problem. The Proposer must close out the trouble ticket with their service manager within 72 hours or provide status to STA's support point of contact and continue to work the trouble until resolved. The Proposer must resolve at least 90% of all Minor Failures/incidents within 20 business days of incident identification.
 - b. **Major Failure:** The Proposer must acknowledge the incident within 30 minutes, and respond within 2 hours on a 24x7 basis to troubleshoot. The Proposer must close out the trouble ticket with their service manager within 24 hours and provide status to STA's support point of contact until issue is resolved. The Proposer must resolve at least 95% of all Major Failures/incidents within five (5) business days of incident identification.
 - c. **Severe Failure:** The Proposer must respond within 30 minutes on a 24x7 basis to troubleshoot. If a severe failure is not resolved within 4 hours, the Proposer must notify STA management personnel verbally and in writing and provide status reports every hour until the issue is resolved. The Proposer must resolve 100% of all Severe Failures/incidents within 24 hours of incident identification by either resolving the incident or implementing a work-around which allows the failure/incident to be re-classified as a Major Failure or Minor Failure/incident.

It is expected the selected Proposer will identify reoccurring issues and implement continuous improvement. The selected Proposer shall conduct root cause analysis for incidents and problems and propose preventative actions in addition to correcting the immediate issue per the support plan. The selected Proposer may provide additional recommendations for sustaining continuous improvement and/or implementing software extensions or enhancements to support furtherance of STA's business objectives.

The selected Proposer is expected to perform the following activities related to the monitoring and maintenance of the proposed solution as listed in the table below.

Activity	Responsible Party	
	Proposer	STA
Work with STA to develop an integrated process to manage a three-tier help desk.	X	
Provide Level 1 (Help Desk) support.		X
Develop support artifacts (knowledge transfer, help desk services documentation etc.).	X	
Provide Training for identified STA Help Desk resources.	X	
Provide Level 2 (Functional) support.		X
Provide Level 2 (EAM Functional and Technical) support.	X	
Provide Level 3 (EAM Functional and Technical) support.	X	
Monitor, Track and Report on Data and Usage.	X	
Granting Data access and Ingestion.	X	

Activity	Responsible Party	
	Proposer	STA
Maintain version control and configuration management.	X	
Perform system Backup/Restore/Archiving.	X	

2.9.11.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 11 – Service Management	
Subtasks	Deliverables
<p>Subtask 11.1 – Service Management</p> <p>Upon Final Acceptance, the EAM system will enter Maintenance and Support (M&S). The selected Proposer shall provide an M&S Plan and sample contract language for its standard and premium M&S services.</p>	<p>Deliverable 11.1 – Service Management</p> <p>The selected Proposer shall provide reports at least monthly for the duration of these services.</p> <p>Upon completion of any maintenance activity, selected Proposer shall furnish a maintenance activity report to STA within the response timeframe defined by the Service Level Requirements (SLRs).</p> <p>Reports shall include at a minimum:</p> <ul style="list-style-type: none"> • Date and time notified. • Date and time of arrival. • If hardware, type and serial number(s) of machine(s). • If software, the module or component name of the affected software code. • Time spent for repair. • List of parts replaced and/or actions taken. • Description of malfunction or defect.

2.9.12 Task 12 – Application Management

2.9.12.1 Task Description

The selected Proposer shall have the responsibility for ongoing release management, configuration management, backup/restore and enhancement management. This work shall include:

For hosted solutions: Provisioning all software updates, managing system upgrades, minor patches, hosting environment patches and updates such as operating system patches, and security patching.

For On-premises solutions: Provisioning all software updates, managing system upgrades, and minor patches.

Critical and security patches shall be deployed monthly. However, patches which are required to protect the systems from an imminent risk shall be reviewed and deployed as soon as possible. The selected

Proposer shall provide STA with a monthly list of recommended updates, patches and their criticality. All patches and updates which are not considered critical or security related shall be reviewed and applied to the system as soon as possible, but no later than 90 days after release. The application of critical or security related patches will be prioritized above all other updates. Service response and resolution requirements are defined in Task 11.

Selected Proposer shall ensure that all changes (including but not limited to patches, upgrades, fixes, configuration changes, etc.) are made in full compliance with STA's Change Control Process and in full observance of STA's change windows and blackout periods

For hosted solutions, selected Proposer shall manage all system integrations in the ongoing state.

The selected Proposer shall detail recommendations for effective integration management, including best practices, tools and expected level of effort.

The selected Proposer shall manage all developed system extensions, including configurations, workflows, tailoring to STA, and reports in the ongoing state.

It is expected the selected Proposer will perform the following activities related to the maintenance and support of the applications.

Activity	Responsible Party	
	Proposer	STA
Application management including release management, configuration management, backup & restore and enhancement management.	X	
Integration Management including tools.	X	X
Extension management including configurations, workflows, tailoring to STA and reports	X	
Maintain Solution Identity, Authentication, and Access security configuration and processes.		X
Configure the initial setup for Solution Identity, Authentication and Security Access and train STA staff to maintain it moving forward.	X	
Maintain Configuration Log of distributed and implemented releases by the Vendor.	X	
Maintain Configuration Log of distributed and implemented releases for Solution configurations (Application, Process flows, Workflow, Reports, Interface and Customization).	X	
Receive, log and review functional releases from Hosting Vendor.		X
Determine impact of release to installed configuration.	X	
Implement, test, and deploy release.	X	
Maintain Solution Configuration (Application, Process flows, Workflow, Reports, Interface and Customizations) Documentation (Specifications, test scripts, training documentation, help desk material).	X	
Document any customizations (Application, Process flows, Workflow, Reports and Interfaces) .	X	
Identify, document, justify changes to solution configuration.		X
Design and build configuration changes in development environment.	X	
Promote change(s) to test environment and perform testing.	X	

Activity	Responsible Party	
	Proposer	STA
Promote to production and execute deployment tasks.	X	
Schedule and perform solution backups.	X	
Request scheduled refreshes in test environment.	X	

2.9.12.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 12 – Application Management	
Subtasks	Deliverables
<p>Subtask 12.1 – Application Management</p> <p>The selected Proposer will provide application monitoring and management services, including:</p> <ul style="list-style-type: none"> Monitoring and managing all licensed software and third-party products used in the EAM Solution Proactively and reactively notifying STA help desk of issues, incidents, and problems found by Proposer that affect or may affect the Service, and of any required STA intervention to avoid or resolve the issue, incident, or problem Monitoring and managing the following activities related to interfaces: outbound interface queue counts, status and settings, and inbound interface status, activity and settings <p>The selected Proposer will provide configuration management of the EAM solution including controlling installed software, verifying configuration records, establishing and maintaining a process to track changes, and ability to revert to stable configuration states.</p> <p>The selected Proposer will provide STA with interface support for the EAM solution including monitoring and updating interfaces.</p>	<p>Deliverable 12.1 – Application Management Report</p> <p>Reports shall include Application, Integration and Extension management activities.</p>

2.9.13 Task 13 – Hosting Services (Not Applicable for On-Premises Option Proposals)

2.9.13.1 Task Description

The selected Proposer will provide a hosting architecture that is resilient and redundant. See Attachment B – Functional and Technical Requirements for more details on STA’s availability, backup and recovery requirements. Service response requirements are defined in Task 11.

It is expected the selected Proposer will perform the following activities to maintain the hosting infrastructure and software environments including the following services:

Activity	Responsible Party	
	Proposer	STA
Provide operations and maintenance of hosting facility/environment, including facility security and HVAC.	X	
Provide server management, including release management and maintenance.	X	
Provide storage and storage management.	X	
Plan for, test, and provide disaster recovery.	X	
Provide Directory Synchronization for Identity Management.	X	
Provide frequent provisioning notifications, at least within one month	X	
Provide Environment Management	X	
Provide Elasticity and Regional Failover	X	

2.9.13.2 Subtasks and Deliverables

The selected Proposer shall provide the following subtasks and deliverables.

Task 13 – Hosting Services	
Subtasks	Deliverables
<p>Subtask 13.1 – Provide Hosting Services</p> <p>The selected Proposer shall provide disaster recovery services for the EAM Solution.</p> <p>The selected Proposer will develop, maintain, and update Hosting Services which includes the following:</p> <ul style="list-style-type: none"> • Operation and administration of Proposer’s infrastructure • Capacity planning and management, including: <ul style="list-style-type: none"> ○ Storage, network, and processing capabilities ○ Monitoring performance • Management of Proposer provided servers including: <ul style="list-style-type: none"> ○ Monitoring ○ Updating ○ Optimizing performance 	<p>Deliverable 13.1 – Hosting Report</p> <p>The Proposer shall report on the delivery of their Hosting Services.</p>

- Maintaining Service Levels
 - Defining and developing alerts (network latency alert, saturation alert, etc.)
 - Service Level monitoring and reporting,
 - Maintaining security, including:
 - Physical security
 - Logical security
 - Routine maintenance, including:
 - Hardware refreshes to remain current with applicable industry standards
 - Hosting Environment software update
 - Physical Environment Maintenance
 - Defining procedures for backups and restores, including:
 - Frequency
 - Method
 - Validation
 - Defining restore checkpoints
-

3.0 INSTRUCTIONS TO PROPOSERS

3.1 Proposer Registration & Licensing

- 3.1.1 At the time of proposal submittal, as a minimum requirement for a proposal to be deemed responsive, proposers must meet the following business registration and licensing criteria:
- A. Active registration with the Washington State Secretary of State.
 - B. Active Washington State Business License issued by the Washington State Department of Revenue.
 - C. Active Worker's Compensation Account with the Washington State Department of Labor & Industries
- 3.1.2 In addition to the requirements of subsection 3.1.1, following award of Contract, but prior to Contract execution, the Proposer shall provide evidence of necessary local business licenses, if applicable, within the local jurisdictions where the performance of work shall occur, as follows:
- A. City of Spokane business license.
- 3.1.3 STA encourages Proposers to review the following resources when determining applicable registration requirements:
- Washington Secretary of State: <https://www.sos.wa.gov/corporations-charities>
 - Washington State Department of Revenue
 - Business Registration: <https://dor.wa.gov/open-business/apply-business-license#RegRequire>
 - Out of State Businesses: <https://dor.wa.gov/education/industry-guides/out-state-businesses-reporting-thresholds-and-nexus>
 - Business Licensing FAQ: <https://dor.wa.gov/open-business/business-licensing-and-renewals-fqs>

- Washington State Department of Labor & Industries: <https://lni.wa.gov/for-business>

3.2 Request for Approved Equals, Clarifications, or Changes

Requests for an approved equal, clarification, or change to the Work, Technical Requirements or RFP Documents shall be submitted to the STA contact in Section 1.2. Requests for changes to the Sample Agreement shall only be submitted as redlines in Word format using the Track Changes tool. STA will provide a copy of the Sample Agreement with track changes enabled for such requirement. Please note the Federal Terms & Conditions, if attached to the Sample Agreement, are NOT negotiable and modifications thereto will not be considered. Requests identified in this Section shall be submitted electronically in accordance with Section 1.2.

3.3 Changes to RFP Documents

Any changes to the Work, Technical Requirements, Sample Agreement or RFP Documents will be made by written Amendment issued by STA. All prospective Proposers receiving the initial RFP package will be notified by email of these changes. Proposers shall acknowledge their receipt of all Amendment(s) in Section 1.B of the Proposal Response Form (Attachment A).

3.4 Contract

STA's Sample Agreement will be executed with the successful Proposer. It is unnecessary for Proposers to sign and return the Sample Agreement with their Proposal; however, **Proposers should review the terms & conditions therein and submit any proposed language changes in accordance with Section 3.2 of this RFP.**

Upon receipt of a Contract, the Contractor shall have five (5) Business Days to execute such Contract and return to STA, inclusive of all requisite documentation and/or Proposer Certifications. If the Contractor fails to execute the Contract, furnish bonds (where applicable), securities or proof of insurance, or provide other required documentation within this time period, STA will be entitled to consider all rights arising out of STA's acceptance of the Proposal. STA will be entitled to such rights and additional remedies as exist at law.

3.5 Insurance

Requirements as stated in the Sample Agreement shall be met by the Proposer.

3.6 Complete System

It is the intention of the Technical Requirements, RFP Documents and other documentation attached hereto or contained herein to furnish all information, specifications and detail necessary for the Contractor to deliver the Work. Any items omitted from the Technical Requirements or RFP Documents that are clearly necessary to perform and deliver the Work shall be considered a part of the Technical Requirements or RFP Documents, although not directly specified or called for. Proposers shall promptly bring any discrepancies, errors, omissions, inconsistencies or ambiguities to the attention of STA after examining the Technical Requirements and RFP Documents in order for STA to consider the issuance of an Amendment.

3.7 Option to Supply Materials, Equipment and Licenses

STA may, at its option, supply hardware, software, licenses, warranties, infrastructure or materials outside of this RFP in accordance with specifications provided by the Contractor. In the event that STA supplies any such items, they shall be delivered in working order and in a timely fashion to the Contractor at a location and date to be determined in advance and agreed in writing. The Contractor shall not be reimbursed for the cost of items procured by STA outside of the Contract. In the event Contractor is required to utilize items provided by STA, Contractor shall have no responsibility for compliance with design specifications, warranty or delays arising out of or related to STA-provided materials.

3.8 Other Contractors Advisory

The Contractor is advised that coordination is required through STA with other contractors supplying or conducting work on related projects. The Contractor is also advised that there may be other contractors working on-site at STA projects or properties. The Contractor shall reasonably coordinate the Work with other contractors working in the vicinity.

3.9 Inspectors

STA may employ inspectors, who shall be representatives of STA. They shall have free access to the facilities, plans, design, QA records, fabrication, assembly and testing of the Work at all times, wherever in progress at the Contractor's, Subcontractors' or STA facilities. Inspectors are employed solely for STA's benefit and are not intended as a source of advice for the Contractor, its employees, Subcontractors or suppliers. The Contractor shall provide any reasonable facilities that the inspectors may require for the performance of their duties. The inspectors shall observe and may inspect the Work, and shall report their observations to STA. Except as expressly authorized by STA in writing, the inspectors shall have no authority to accept, reject or approve the Work, to stop the Work, to authorize any changes in the Work, or to direct any extra Work. Any inspector employed or contracted by STA requiring access to Contractor's proprietary intellectual property may be required to execute a non-disclosure agreement with the Contractor prior to disclosure of such intellectual property. Such non-disclosure agreement shall be of form approved by STA prior to execution by inspector(s). STA shall be solely responsible for inspectors and Contractor shall have no responsibility for any actions or inactions of inspectors. STA shall be fully liable for any damage or injury to Contractor's materials, employees or Subcontractors.

3.10 Equal Employment Opportunity

STA is an Equal Employment Opportunity ("EEO") organization, which does not discriminate against any prospective Proposer on the basis of race, color, creed, national origin, sex, sexual orientation, gender identity or presence of any sensory, mental or physical disability in the consideration of contract award. The Proposer awarded a Contract will be required to comply with all EEO federal, state and local laws and regulations.

3.11 Project Records and Cost Pricing Data

Comprehensive records and documentation relating to this RFP shall be kept by the Contractor. The records shall include, but are not limited to, contract documents, plans, drawings, specifications, addenda, shop drawings and submittals, change orders, Amendments, modifications, manufacturer recall notices, field test results and records, and as-built drawings and records.

The Contractor shall keep and maintain reasonably complete and reliably detailed records of costs incurred in performing the Contract in accordance with applicable Federal Transit Administration requirements.

3.12 Protest Procedures

STA maintains a set of Proposer protest procedures. If any Proposer desires this information, it may be obtained by contacting STA in accordance with Section 1.2.

3.13 Reservations of STA

STA reserves the right to reject any or all Proposals or a portion of a Proposal; to waive any informalities or irregularities in the Proposal submission process; to supplement, amend or otherwise modify this RFP; to cancel this RFP with or without the substitution of another RFP; to extend the Proposal Due Date; to request additional information and data from any or all Proposers; to reissue the RFP; to negotiate further with those Proposers within the competitive range; to increase or decrease the Scope of Work; to negotiate changes in the Scope of Work prior to award of Contract; and to award a Contract based not necessarily upon the lowest proposed prices, but in the best overall interests of STA. Please note this RFP does not constitute an offer, but rather a request from qualified Proposers.

4.0 PROPOSAL FORMAT AND CONTENTS

4.1 Proposal Format

Proposals shall be submitted as a PDF, in accordance with Section 1.4. Attachment B and Attachment C must be submitted in their original format (Excel files). All text shall be in the English language. Proposals shall not include any unnecessary, generic or elaborate promotional material.

4.2 Changes/Alterations to Proposal

Proposers may change or withdraw their Proposal at any time prior to the Proposal Due Date; however, no oral modifications will be allowed. Only letters or other formal written requests for modifications or corrections of a previously submitted Proposal that is addressed in the same manner as the Proposal, and received by STA prior to the Proposal Due Date, will be accepted. The Proposal, when opened, will then be corrected in accordance with such written request(s), provided the written request is plainly marked "Modification of Proposal".

4.3 Proposal Structure

Proposals shall be presented clearly and concisely, and shall reflect the Proposer's understanding of the RFP objectives and convey a sound technical approach and management plan to deliver the Work. Proposals shall convey the Proposer's capabilities and qualifications to competently and cost-effectively complete the Work in a timely manner.

Proposal presentation shall be construed as evidence of the Proposer's ability to develop and convey technical information in a clear and concise manner.

For ease of comparison and validation of completeness of Proposals, Proposals must be presented according to the organizational structure and section headings outlined below. Proposals that deviate from this organizational structure or are missing key informational elements may be considered nonresponsive and excluded from further review and/or evaluation, in STA's sole discretion.

Proposals shall contain at a minimum the following information:

- SECTION A. Introduction and Qualifications of the Proposer
- SECTION B. Project Organization and Staffing Plan
- SECTION C. Fit of Software Solution
- SECTION D. Technical Approach and Work Plan
- SECTION E. Compliance with Technical Requirements
- SECTION F. Warranty and Service Agreements
- SECTION G. Completed Forms and Worksheets
 - Proposal Response Form (Attachment A)
 - Software Requirements Worksheet (Attachment B)
 - Price Proposal Worksheet (Attachment C)
 - Sample Agreement (Attachment D)
 - Sample Deliverable Expectations Document (Attachment E)
 - Sample Deliverable Acceptance Document (Attachment F)

4.3.1 SECTION A. INTRODUCTION AND QUALIFICATIONS OF THE PROPOSER

(Not to exceed 10 pages)

Introduction. Provide an introduction of the Proposer, and/or an introduction of all partner firms, Subcontractors or subconsultants who may be involved in the Proposal.

- 1) Describe primary business experience of the Proposer, including length of time in business, ownership, the location of the corporate and satellite office(s), and other information Proposer might deem pertinent and introductory in nature.
- 2) Include Proposer point of contact(s) information: name, title, address, email and phone number.
- 3) State whether the Proposer has any pending litigation, and whether the Proposer has had any litigation in the last five (5) years, including the outcome of such litigation.

Qualifications of the Proposer. The Proposer shall describe its history, experience and past projects and performance which are similar in nature, scope and complexity to that required by this RFP. The roles and responsibilities of each member of the Proposer's team (Subcontractors, consultants and suppliers) shall also be described.

- 1) Project Experience. Proposal shall identify a list of similar projects that have been completed by the Prime Contractor and Subcontractors within the previous five (5) years. Describe locations, nature of the work, project cost, status (completed, in development, in testing, etc.) and month and year of final acceptance, and proposed staff that worked on the project. Submit supporting documentation (photographs, descriptions, cost data, etc.) on a minimum of three (3) projects of similar size and complexity. Of the three projects, at least two should be from the Prime Contractor. Include the contract amount and contract start and end dates. The projects listed should provide evidence that the Proposer is qualified to successfully perform the Work. **Proposers may opt to provide additional supplemental information in this section as relevant to this RFP.**
- 2) References. From the qualified projects and/or ongoing installations listed under the section above, the Proposer shall provide a minimum of five (5) references. For each reference, provide the agency name, address, contact person, telephone number and email address. STA reserves the right to contact references provided by the Proposer and solicit additional references to verify information and investigate past performance.
- 3) Financial Capacity. For Shortlisted Proposers, if STA requests it, the Proposer shall provide evidence demonstrating that it has the necessary financial resources to satisfactorily complete the Work required under this RFP. Such evidence shall be in the form of at least one of the following, listed here in order of preference: (1) audited financial statements; (2) balance sheets; (3) tax returns; (4) bank references, (5) a letter of credit, or similar information. In the case where the Proposer is a subsidiary organization, the Proposer should provide the financial information for its parent organization as well. Subsidiary statements can be provided to show the relationship to the parent. Electronic copies of financial statements are acceptable.
- 4) Relationship between Implementation Team and Software Provider/Manufacturer. Provide details on the primary software licensor and any other software licensors included in the proposal, and the legal and business relationships, if any, between the primary and other software licensor. A prime proposer who is a distributor or reseller must explain its legal and functional relationship to the primary software licensor and any other licensor, and its history as a distributor or reseller overall and of the proposed EAM solution.

4.3.2 SECTION B. PROJECT ORGANIZATION AND STAFFING PLAN

(Not to exceed 15 pages)

The Proposer must show that its Project Team offers all services requested in this RFP. STA expects expertise across all areas of EAM implementation with a deep understanding of transit agencies. This includes project management, requirements analysis, process design, and identifying EAM-driven improvements. The team should also demonstrate strong quality assurance practices, thorough testing,

and effective defect resolution. Ongoing support for knowledge transfer and supporting STA's organizational change management efforts is essential. Additionally, STA requires proven experience in application management and hosting for the proposed software and infrastructure.

The Proposer should include the following in their responses:

Team Organization. Describe the Proposer's staffing and organizational plan, including relationships, roles and distribution of responsibilities among Key Personnel, staff, Subcontractors and suppliers.

Key Personnel. At a minimum, Proposers shall clearly identify and describe the direct qualifications, experience, and training of the "Key Personnel" it will assign to the Work, including years of experience, years in industry and years with the Proposer. Indicate the primary work location(s) and percentage time commitment of the Key Personnel for the Work. This discussion should explicitly cross-reference the involvement and specific roles of the Key Personnel in completed and ongoing projects described in the projects cited in Section A. If awarded a Contract, the Proposer may not substitute Key Personnel at any time without prior written consent by STA.

Organizational Chart. Include an organizational chart that identifies Key Personnel and the project team, and how the Work will be staffed and completed.

Resumes. Resumes shall be made available upon request.

4.3.3 SECTION C – FIT OF SOFTWARE SOLUTION

(Not to exceed 25 pages, excluding software requirements worksheet/Excel file)

4.3.3.1 On-Premises or Hosted Solutions

- Proposers may propose either On-Premises (with licensing and ongoing maintenance), or Hosted Solution, or provide both options for STA to choose from.
- Proponents proposing both On-Premises or Hosted Solution as potential alternatives shall summarize the differences in capabilities (if any) between their On-Premises and Hosted offerings.
- For Hosted options, Proposals shall make clear the hosting environment (e.g., Infrastructure as a Service, Platform as a Service, Software as a Service, Single-Tenant, Multi-Tenant).
- For a proposed On-Premises solution, Proposals shall provide detailed specifications and sizing for the technical environment required to fully implement the proposed EAM Software Solution and any Third-Party Software Components in an STA managed on-premises environment.

4.3.3.2 Solution Narrative Response

Proposer shall provide a narrative overview of the proposed software licenses and modules to support STA's stakeholders, and requirements as described in this RFP. Proposer should demonstrate an understanding of STA's functional needs and describe how the proposed solution will meet the requirements.

This section should include a of the proposed EAM software and articulate how it meets the needs of STA for business functionality. This shall, at a minimum, include the following:

- Proposed Solution Overview: The proposer shall provide a comprehensive description of the overall solution being offered. This narrative must clearly identify all software products and modules included in the proposal, specifying which components address particular business functions or process areas. The description should encompass the full suite of the proposed software offering, including all relevant modules, integrations, and dependencies necessary for successful implementation and operation. Please indicate the specific modules proposed on the project (not other products sold by the Software Provider) and their use at other similarly sized transit agencies. Additional information expected includes the following:

- Number of maintenance-paying or hosted customers,
- Time on market,
- Product history (e.g., acquisition vs. internal development strategy)
- Key product differentiators,
- If multiple software products are proposed, the response must delineate:
 - The primary software solution (first-party) intended to serve as the core platform.
 - Any secondary, supporting, or gap-filling software (third-party) required to meet the full scope of STA's requirements.
- Functional Architecture: The proposer shall include a graphical representation of the functional architecture of the proposed solution. This visual should enable STA to clearly understand the operational linkages and interoperability of the proposed components. This diagram must illustrate:
 - The structure and relationships between software products and modules.
 - How each module interacts with others within the ecosystem.
 - Integration points and data flows that support STA's business processes.
- Indicate which third-party software packages are required for the proposed application(s) to function correctly (for example, application servers, Web servers, databases, agents or clients for backup, or software distribution and security) and should indicate who is responsible for purchasing and maintaining licenses for these software products.
- Mobile Capabilities: The proposer shall describe the mobile functionality currently available within the proposed solution, specifically as it relates to supporting Enterprise Asset Management (EAM) business functions. The response must include:
 - A summary of mobile features and supported platforms (e.g., iOS, Android, web-based).
 - At least two client case studies where the mobile solution has been successfully implemented.
- For a **proposed On-Premises solution**, provide detailed specifications and sizing for the technical environment required to fully implement the proposed EAM Software Solution and any Third-Party Software Components in an STA managed on-premises environment for the number of users identified in **Section 2.3.1** including the development/test, production operations and disaster recovery. Specifications shall be provided at a minimum for:
 - Workstations;
 - Workstation operating system and browser compatibility;
 - Servers (application, database, reporting, etc.) supporting a primary and disaster recovery environment for the full project lifecycle and ongoing production operations;
 - Operating system;
 - Database management system; and
 - Other required hardware and software.
- For a **proposed Hosted solution**, provide a description of the data center environment to be used for hosting the EAM solution including details about the primary data center and disaster recovery data center, certification levels, etc. If the Proposer is proposing any additional Third-Party Software Components, provide similar information for the technical environment/data center environment in which these products will be hosted.

4.3.3.3 Product(s) Roadmap

- A summary of the current published product roadmap for each component of the proposed software solution outlining planned and announced features, functions, releases as well as product sunset plans.
- Provide a 3-year history of product enhancements and upgrades (including new features).
- Provide a list of any user associations or public discussion areas related to vendor’s proposed products or service offerings.

4.3.3.4 Product(s) Support and Maintenance

- Explain the proposed product maintenance and support program including the types of support (telephone, online, onsite, etc.), levels of support and the differences in capabilities and response times available at each level (in a tabular format), the process to determine how the support ticket severity level is assigned, response times to deal with the support tickets (please provide the response time by severity level), communication protocols and escalation levels, etc.
- Provide information on how patches, new releases or upgrades are handled for the Core EAM Software Solution and for any proposed Third-Party Software Components.

4.3.3.5 Software Requirements

- Proposer must complete Attachment B - Software Requirements Worksheet.
- Proposer shall respond to each requirement using the response key below:

Response	Definition
Out-of-the-Box with Configuration	Requirement met with out-of-the box delivered functionality; may require configuration of system parameters during implementation but no scripting, programming or customization effort is required.
Modification to Base Code	<p>Requirement can be met through alteration or modification to the base code of the proposed EAM software solution or through development of new code which will be added to the base EAM software and supported in the future as part of the EAM software. The software licensor will support the migration of this functionality to future releases of the EAM software as part of its supported upgrade path.</p> <p>In this scenario, the proposer must indicate the complexity of the modification and a schedule for development and testing of the modification and incorporating it into the off-the-shelf product.</p>
Customization	<p>Requirement can be met but it will require development of a custom extension or bolt-on that would be an STA specific custom extension to the EAM software. This custom extension will not be part of the base code and will not be maintained as part of the product going forward.</p> <p>In this scenario, the proposer shall enter an indication of the complexity of the customization within the Customization column of the response spreadsheet as follows:</p> <ul style="list-style-type: none"> • Small: Small customization(s) requiring up to a total of 80 hours for specification, development and unit testing; • Medium: Medium customization(s) requiring a total of 80 to 160 hours for specification, development and unit testing; or • Large: Large customization(s) requiring greater than 160 hours for specification, development and unit testing.

Third-Party	<p>Third-party software is required to fully meet the requirement and included in the proposal. In this scenario, the requirement is met through the implementation of the out-of-the box functionality of the third-party software included within the proposer’s proposed EAM solution, but no customization is required.</p> <p>Please note, for purposes of this proposal, a software module owned by the licensor of the core EAM software is considered to be a third-party software solution if it is separate from or not tightly integrated with the proposed core EAM solution.</p>
Third-Party with Customization	<p>Third-party software solution (the third-party software shall have been proposed by the proposer), along with some level of additional customization that is required to fully meet the requirement. This customization would be an STA -specific custom extension to the third-party software. This custom extension will not be part of the base code of the third-party software and will not be maintained as part of the product going forward. In this scenario, the proposer shall enter an indication of the complexity of the customization within the Customization column of the response spreadsheet as follows:</p> <ul style="list-style-type: none"> • Small: Small customization requiring up to 80 hours for specification, development and unit testing; • Medium: Medium customization requiring 80 to 160 hours for specification, development and unit testing; or • Large: Large customization requiring greater than 160 hours for specification, development and unit testing.
Does Not Meet	The Proposer’s proposed solution does not support this requirement.

- For any requirements that cannot be met, please provide comments based on the Proposer team’s experience with similar requirements/projects.

4.3.3.6 Security

- Provide information on the following elements (this applies to both hosted environments and test/development and other environments for On-Premises proposal):
 - Infrastructure and Asset Management: How does the Proposer track and document hardware, software, and configurations in the hosted environment?
 - Application Security: Describe how remote access into your environment is managed, including authentication, encryption, and monitoring controls.
 - Risk Management: Provide a copy of your Cybersecurity Incident Response Plan, latest SOC 2 report (Type 1 and Type 2), Cybersecurity Insurance Policy(ies)
 - Risk Management: Provide a list of any dependent providers (e.g., cloud hosting services, third-party integrations) that support the Hosted solution.
 - Recovery and Response: Please provide your Business Continuity Plan (BCP), including details on disaster recovery processes. Share the results of your most recent BCP test, including any findings or improvements made.

4.3.4 SECTION D. TECHNICAL APPROACH AND WORK PLAN

(Not to exceed 25 pages, excluding MPP work plan)

Project Understanding and Approach. Include a short understanding of the project and tie back to similar projects.

Approach. Provide proposed Implementation, System Integration and Deployment Strategy for the proposed software system(s), including a narrative that describes the project lifecycle (at a minimum, the planning stage, requirements stage, design stage, development stage, test stage, and deployment stage).

Proposers should consider an iterative software development approach that results in early prototypes and review of actual system functionality, and end users interacting with the solution early on in the project.

Proposers shall identify any proposed phasing (e.g., fleet and materials management, followed by facilities) or early milestones where minimum viable products would be delivered and thus provide beneficial use of the EAM software.

Proposers are also expected to include the following:

- Project management methodology, toolkits/templates, and team collaboration solutions;
- Risk management methodology;
- Quality management plan, including any tools for requirements traceability;
- Programming toolkits and/or any proprietary software development framework(s) which supports implementation of EAM software, such as, but not limited to, configuration, development, integration, data management and security management;
- Training method (train-the-trainer / end user training) and materials, development toolkits, including eLearning/training delivery platforms;
- Any other proposed toolkits and/or accelerators (if applicable); and
- Time commitments for proposed staff.
- AI and machine learning elements/governance (refer to 2.6.5 for more information)

In addition, for hosted services, Proposers shall describe their approach to

- Service Management
- Application Management
- Hosting Services

This section should address the Proposer's approach and methodology to provide application management, technical support, system enhancements, and other related support activities.

The Proposer shall describe the proposed connection from STA's network to the hosting environment. The Proposer should identify if any dedicated or express connections are proposed or required and any cloud-to-cloud connections with any cloud-based STA (or 3rd party) managed cloud systems.

Work Plan. Proposers shall submit a detailed Project Work Plan in Microsoft Project (MPP) format and attach as an Exhibit to the proposal. Proposers should follow the guidelines below for the work plan development.

- Proposer must build into timeline reasonable time for review of the Deliverables Expectations Document (DED) and deliverables that allow sufficient time for both STA review and Proposer to update deliverables based on STA's review feedback. See Scope of Work – Deliverable

Expectations and Acceptance Process for required procedure to follow on the use of DEDs and Attachment E: Sample Deliverable Expectation Doc for a sample DED form to use.

- Proposer should propose the duration of deliverable review periods, as some deliverables take longer than others to review. A uniform review period (e.g., 5 business days for all deliverables is preferred by STA).
- Proposer shall build in expected STA deliverable review time periods into Proposer's Project Work Plan and schedule proposed in response to this RFP.
- Proposer must clearly plan for and indicate slack/contingency in the project schedule to account for potential delays or issues.
- Proposer must allow for an off-period between major milestones (e.g., 1-2 weeks) to allow STA and Proposer to debrief /discuss lessons learned from the previous phase and plan and prepare for the next phase and upcoming milestone activities (e.g., milestones cannot bookend each other).
- Proposer shall not schedule project work that requires STA resources during STA holidays or off hours. Proposer shall consider any holidays that may affect Proposer's team and/or sub-contractors, including any offshore resources.
- Concurrent Contracts. Provide a list of present and anticipated future contracts which may run concurrent with the Work. Where applicable, include such projects and their impact in the Work Project Schedule.

Subcontractor Plan. Include a list of Subcontractors the Proposer intends to use in its performance of Work. For each subcontractor, provide:

- A. Subcontractor's name, business registration information, address, and telephone number including the name, title and telephone number of the contact person.
- B. Type(s) of goods or services to be provided.
- C. Estimated value of subcontract.

Expectations of STA. Identify any assumptions regarding Work, services, information or facilities to be provided by STA or third-party providers of STA.

Locations of Work. Describe the locations of performance of the Work during its various phases. Include details on coordination between off-site and on-site facilities, work to be performed by STA or its contractors or subcontractors, the Contractor, its Subcontractors and suppliers. Describe expectations for facilities, personnel, access, assistance, etc. provided by STA. Describe the amount of work/activities to be performed on-site (at STA facilities) or remotely. For remote work, identify work location and percentages (e.g., 10% of work in Canada, 15% outside of North America).

4.3.5 SECTION E. COMPLIANCE WITH TECHNICAL REQUIREMENTS

Proposers shall describe any partial or non-conformance with the Technical Requirements. STA will not consider statements by the Proposer that any requirement or provision of this RFP is subject to negotiations or discussion.

4.3.6 SECTION F. WARRANTY AND SERVICE AGREEMENTS

Proposer shall provide with the Proposal, copies of their written warranty(ies), service & maintenance agreement(s), and/or service level agreement(s).

4.3.7 SECTION G. COMPLETED FORMS AND WORKSHEETS

Each page of the Forms and Worksheets identified in Section 4.3 and included as Attachments to this RFP shall be completed in full and signed by personnel of the Proposer authorized to contractually bind the Proposer.

Proposal pricing shall be presented using the Price Proposal Worksheet (Attachment C). Proposers may provide additional supporting cost breakdown information as separate sheets; however, in case of any discrepancies, information on the Price Proposal Worksheet shall prevail. Travel expenses, where applicable, shall be identified as required for completion of the Work. All prices shall include all freight costs to STA and shall be FOB Destination.

5.0 PROPOSAL EVALUATION

An evaluation committee will privately evaluate all responsive Proposals based upon the evaluation criteria, and their respective weighted importance, specified in Section 5.1, Evaluation Criteria.

The criteria provided in Section 5.1 allows STA to analyze Proposals on an equal basis and affords all Proposers the opportunity to know the basis upon which their Proposals will be evaluated. Award of Contract will be made to the Proposer whose Proposal or Best and Final Offer (where applicable) is the most advantageous to STA, cost and other factors considered, after evaluation in accordance with the criteria set forth below. STA reserves the right to accept other than the lowest cost Proposal, reject any and all Proposals, or to negotiate separately with any source whatsoever in any manner necessary to serve the best interest of STA.

5.1 Evaluation Criteria

Proposers will be evaluated in a three (3) step process.

Step 1: STA will first assess whether each proposer satisfies the minimum qualifications outlined in this solicitation. This evaluation will be conducted on a pass/fail basis. Proposals that do not meet the minimum qualifications will be deemed ineligible for further review or consideration. Prior to making a final determination, STA reserves the right to request additional clarifying information from proposers to verify compliance with the minimum requirements.

Step 2: STA will evaluate the proposals that meet the minimum qualifications and Shortlist Proposers based on the scores from the criteria listed in 5.1.2. The Shortlisted Proposers will then be invited for an interview and software demonstration.

Step 3: STA will invite the Shortlisted Proposers for an interview and software demonstrations. The proposers will be provided with the demonstration scripts ahead of time and requested to follow them for the demonstrations.

5.1.1 Minimum Qualifications

Proposers must provide documentation that clearly demonstrates each Minimum Qualification (MQ) listed below has been met. Minimum Qualification documentation should be clearly marked as "MQ1, MQ2, etc..." to indicate which MQ it supports. Each Proposal will be reviewed for initial determination on whether Proposer meets the MQs referenced in this section. This screening is a pass or fail determination and a Proposal that fails to meet the Minimum Qualifications will not be eligible for further consideration in the evaluation process. STA reserves the right to request clarifications from Proposers prior to rejecting a Proposal for failure to meet the Minimum Qualifications.

- MQ1: The proposed EAM software product (current version or two major versions prior) must be in production use for at least the last two years in at least two similarly sized or larger transit agencies in the US for the same function (asset management for fleet and/or facilities assets).
- MQ2: The proposing team's Prime Contractor must have implemented the proposed EAM software product (current or two major versions prior) for at least two agencies in the last five years.
- MQ3: If proposing hosted software, the proposing team (Prime or Subcontractor) is currently providing hosting and maintenance services for the proposed software (or two major versions prior) for at least two organizations in the U.S.

- MQ4: Proposed implementation team members must include a minimum of two individuals, each with at least three years of verifiable experience implementing the proposed EAM software for similar sized or larger transit agencies in the U.S. These individuals should be identified as key staff and have a similar role on this project’s proposed team.

Any proposal that does not demonstrate that the Proposer meets these minimum requirements will be considered non-responsive and will not be eligible for further evaluation.

5.1.2 Evaluation Criteria

The following items will be taken into consideration by STA in each Evaluation Criteria:

Evaluation Criteria	Weighted Score
Minimum Qualifications	Pass/Fail
Fit of Software Solution	30
Proposer Experience, Qualifications and Financial Stability	20
Project Management, Schedule and Delivery Approach	25
Price Proposal/Cost	15
Software License, and Operations and Maintenance Agreements	10
TOTAL	100

*** STA reserves the right to update the scores from the written proposals based on the software demonstration and interviews.*

5.1.2.1 Software Requirements Score

The software requirements score (one of the elements of the “Fit of Software Solution” score) will be calculated using the following formula:

$$\text{Base Requirements Score} = \frac{\text{Proposer Requirements Score}}{\text{Maximum Possible Requirements Score}} \times 20 \text{ points}$$

5.1.2.2 Price Proposal Score Calculation

Proposals deemed nonresponsive shall not be considered for price scoring. In determining the competitive range, the “Base Price Score” shall be calculated using the following formula:

$$\text{Base Price Score} = \frac{\text{Lowest Proposed Base Price}}{\text{Proposed Base Price}} \times 15 \text{ Points}$$

Best and Final Offer (BAFO) Price: Fifteen (15) Points; In the BAFO round, if required, the Base Price Score shall be determined for the remaining Proposers using the same formula above.

5.2 Single Proposal Response

In the event a single responsive Proposal is received, a cost or price analysis may be performed to determine reasonableness of the Proposal. The Proposer shall cooperate in providing relevant information required by STA to complete such cost or price analysis.

5.3 Shortlisted Proposers

STA reserves the right to determine a shortlist of Proposers in the competitive range in accordance with the evaluation criteria set forth above (“Shortlisted Proposers”).

5.4 Oral Presentation and Demonstration

STA plans to ask the Shortlisted Proposers to make an oral presentation and demonstration of their product(s) or services during the Proposal evaluation process. Such presentations and/or demonstrations will be conducted at STA’s administrative offices located at 1230 West Boone Avenue in Spokane, WA, or at an alternate location designated by STA. Proposers are responsible for all travel expenses incurred.

Prior to the oral presentation and demonstration, STA will notify each invited Proposer regarding format and general rules of the interview. STA reserves the right to limit participation in the panel interviews to Proposer’s key/lead team members and to exclude, for example, sales staff.

The interview will include a presentation by the Proposer of their overall proposed solution, demonstration of their proposed EAM software solution, and interview questions from the evaluation panel. STA will provide Proposers with demonstration scripts and sample STA data to use in preparation for and during their demonstrations.

Questions from the Evaluation Panel may include and be related to Proposers’ and key/lead team members’ qualifications, their work approach, project task descriptions, team organization, and any questions which seek to clarify Proposal components. Proposers may also be asked follow-up questions if clarification of Proposer’s responses, Proposer’s presentation, and/or Proposer’s demonstration is necessary. The same set of initial interview questions will be used for all Proposers and shall be presented to Proposers at least one week prior to the date of interview to allow Proposers sufficient time to prepare their responses. The Evaluation Panel will proceed to evaluate each Proposer based on each Proposer’s presentation and responses. STA reserves the right to update the scores from the written proposals based on the software demonstration and interviews.

STA reserves the right to award a contract without Proposer presentations.

5.5 Best and Final Offer

After determination of the Shortlisted Proposers, STA shall determine whether acceptance of the most favorable initial Proposal(s) without Proposer discussion is appropriate, or whether discussions and/or negotiations should be conducted with one or more Shortlisted Proposers.

STA reserves the right to make minor related changes to the RFP during BAFO negotiations. All Shortlisted Proposers shall be notified of any changes in order to prepare their BAFO.

If STA elects to enter into discussions with one or more Proposers, the Proposer(s) may be requested to submit a BAFO at the conclusion of discussions and/or negotiations. Any changes to the Proposer’s initial Proposal, including any issues addressed in discussions, must be submitted in writing in a BAFO in order to be considered. Following an independent and final evaluation utilizing the evaluation criteria in Section 5.1, the evaluation committee will make a recommendation for award of Contract. Scores from the first phase of the evaluation have no bearing on the final BAFO evaluation, and the recommendation for award will be based solely on the scores from the BAFO evaluation.

ATTACHMENTS

Attachments A-F are attached to this document and posted separately on STA's website:

<https://www.spokanetransit.com/bidding-opportunities/>

ATTACHMENT A
PROPOSAL RESPONSE FORM

Proposer Name: _____

The Proposal shall constitute an offer to STA as outlined herein and in the Price Proposal Form. No Proposer may withdraw its Proposal following the Proposal Due Date, except as allowed by the RFP.

1. EXAMINATION OF DOCUMENTS & CONDITIONS

- A. Having carefully examined all RFP Documents and local conditions affecting the Work as determined by the Proposer’s own examination, the undersigned proposes to perform all Work in accordance with the RFP Documents for compensation to be computed from prices submitted on the Price Proposal Form.
- B. The undersigned certifies that all posted Amendments have been reviewed in their entirety. Amendments can be found on the STA website under the original RFP posting at [Bidding Opportunities - Spokane Transit Authority](#) and **receipt of the Amendment(s) must be acknowledged by completing the Amendment Number(s) and Date(s) below:**

Amendment No. _____	Amendment Date: _____
Amendment No. _____	Amendment Date: _____
Amendment No. _____	Amendment Date: _____
Amendment No. _____	Amendment Date: _____
Amendment No. _____	Amendment Date: _____

2. VALIDITY OF PROPOSAL

The undersigned affirms its Proposal and pricing on the Price Proposal Form is valid for not less than ninety (90) Days from the Proposal Due Date or the Best and Final Offer Date, whichever is later.

3. INSURANCE

The undersigned certifies it shall meet all insurance requirements as stated in the Sample Agreement upon execution of a Contract.

4. PUBLIC RECORDS ACT

By submitting a Proposal, the undersigned acknowledges STA is subject to RCW 42.56, the “Public Records Act”. The Proposer understands and agrees any record it obtains or produces under this RFP may be a public record under the Public Records Act, or its successor act. The Proposer certifies it shall fully cooperate in a timely manner with STA in responding to a public records request related to its Proposal.

All Proposals received shall be deemed public records as defined in the Public Records Act and must be released by STA upon receipt of a request for disclosure unless an exemption clearly applies. Any information in the Proposal that the Proposer desires to claim as proprietary and exempt from disclosure under the provisions of state and/or federal law shall be identified on a separate page of the Proposal, providing an explanation of the statutory basis asserted for exempting the information from disclosure. Each page, image, diagram or text claimed to be exempt from disclosure must be clearly identified by the words “Exempt from Disclosure” printed on it. **Marking the entire submittal Confidential or Exempt from Disclosure will not be honored.** STA will review any marked materials for disclosure

ATTACHMENT A
PROPOSAL RESPONSE FORM

if a request is submitted and assumes no liability for disclosure of proprietary material submitted by Proposers. Each Proposer will be responsible for protecting any disclosure of its Proposal under applicable law.

5. EQUAL EMPLOYMENT OPPORTUNITY

With the submission of a Proposal, the undersigned certifies the Proposer complies with all federal, state and local Equal Employment Opportunity laws, rules and regulations.

6. CONTINGENT FEES

The undersigned certifies the Proposer has not paid or agreed to pay any fee or commission, or offer any other thing of value, contingent upon the award of this RFP, to any employee, official or current consultant of STA. The undersigned certifies the financial information in its Proposal has been arrived at independently and without consultation, communication or agreement for the purpose of restricting competition as to any matter relating to such costs with any other response or Proposer.

7. ANTI-KICKBACK

The undersigned certifies no officer or employee of STA, having the power or duty to perform an official act or action related to this Proposal, has been or will be solicited or granted a present or future gift, favor, service or other thing of value from or to the Proposer.

8. FEDERAL DEBARMENT

The undersigned represents that the Proposer and all entities with any controlling interest herein are not currently, and have not previously been, on any debarred bidders list maintained by the United States Government.

9. UBI CERTIFICATION

The undersigned certifies that no final determination of violation of RCW 50.12.070(1)(b) or 82.32.070(2) has been made by the Washington State Department of Employment Security, Department of Labor and Industries, or Department of Revenue, respectively dated within two (2) years of the Proposal Due Date. The undersigned understands further that no Proposal may be submitted, considered or contract awarded for a public work to any person or entity that has a determination of violation of the above reference statutes within two (2) years from the date that a violation is finally determined and the Proposal Due Date.

10. AWARD OF CONTRACT

If written notice of acceptance of all or part of the Proposal is mailed, sent electronically or delivered to the Proposer within ninety (90) Days after the Proposal Due Date, or the Best and Final Offer date, whichever is later, the Proposer will, within **five (5) Days** after date of such notice, execute and deliver the Contract to STA as specified and furnish all requisite documentation including, but not limited to, Certificates of Insurance, Payment and Performance Bonds, and Subcontractor Proposer Certifications, as required.

ATTACHMENT A
PROPOSAL RESPONSE FORM

11. PROPOSAL SUBMITTAL CHECKLIST

This checklist ***must be completed in its entirety and included with*** the Proposal Response Form. By completing the form below, the Proposer attests all referenced forms are accurate, complete and fully executed. Failure by the Proposer to properly complete and include this checklist shall render the Proposal non-responsive and shall be grounds for rejection of the Proposal.

A. All RFPs

- Proposal Response Form (this document)
- Price Proposal Form
- IRS Form W-9

B. RFPs subject to Federal Assistance (complete only if the Instructions to Proposers states the RFP is subject to Federal Assistance)

- Disadvantaged Business Enterprise Participation
- Suspension & Debarment Certificate
- Federal Cargo Certification
- Buy America Certificate (required for solicitations valued at \$150,000 or more)
- Lobbying Certificate (required for solicitations valued at \$100,000 or more)

C. RFPs subject to Prevailing Wages (complete only if the Instructions to Proposers states the RFP is subject to Prevailing Wages)

- Certificate of Wage Compliance

D. RFPs subject to Public Works (complete only if the Instructions to Proposers states the RFP is subject to Public Works)

- Public Works Responsibility Criteria

ATTACHMENT A
PROPOSAL RESPONSE FORM

12. PROPOSER ADMINISTRATIVE INFORMATION

Entity Name: _____
(as registered with the State of Washington)

Physical Address: _____

Mailing Address: _____

Website: _____ Phone: _____

Primary Contact: _____

Email: _____ Phone: _____

Washington UBI No.: _____ Federal Tax Id No.: _____

DUNS No.: _____

Complete for Public Works projects:

Washington Contractor Registration No.: _____

Washington Industrial Insurance Account No.: _____

• Contact for Contract Administration:

Name: _____ Title: _____

Physical Address: _____

Mailing Address: _____

Email: _____ Phone: _____

• Contact for Legal Communications:

Name: _____ Title: _____

Mailing Address: _____

Email: _____ Phone: _____

• Individuals Authorized to Execute the Contract:

Name: _____ Title: _____

Name: _____ Title: _____

ATTACHMENT A
PROPOSAL RESPONSE FORM

13. PROPOSER INSURANCE COMPANY

Agency Name: _____

Physical Address: _____

Mailing Address: _____

Primary Contact: _____

Email: _____ Phone: _____

14. PROPOSER SURETY (complete only if bond(s) are required by the RFP)

Surety Name: _____

Physical Address: _____

Mailing Address: _____

Primary Contact: _____

Email: _____ Phone: _____

I CERTIFY, to the best of my knowledge:

- I have read and understand all RFP Documents;
- The information contained in the Proposal, Proposal Response Form, Price Proposal Form, Proposer Certifications, and any documentation attached thereto is accurate and complete;
- I have the legal authority to submit the Proposal and commit this firm to a contractual agreement; and
- Final funding for any good or service is based upon STA-approved budgets and the approval of the Spokane Transit Authority's Board of Directors.

Proposer Name: _____
(as registered with the State of Washington)

Authorized Signature: _____ Date: _____

Printed Name and Title: _____