Asset Management at Louisiana DOTD

“Out with the old... in with the New”

TRB Asset Management Conference

New Orleans, Louisiana

November 6-9, 2007
Agenda

- Asset Management Legacy IT Systems
- Previous Attempts to obtain a new Asset Management System
- Statewide ERP Initiative
- DOTD Role
- Current Status of ERP RFP
Existing Asset Management IT System

- Computer Applications Over 20 years old
- Data inaccuracies and collection issues
- Difficult for Operations personnel to measure a level of service and establish performance based budgets
- Difficult to monitor maintenance employee performance and key maintenance performance indicators
- Need for a comprehensive, full featured system replacement
IT Support Staff

- 64 Information Technology (IT) Employees
  - 15 Eligible for retirement as of 6/30/2007
  - 9 Eligible for retirement in 5 years
- Loss of IT Financial Applications Unit Personnel
  - In Number (50% of staff)
  - In Skills (most experienced personnel)
- Legacy Skill Set Difficult to Find/Hire
- Aging Workforce: In past, attendance issues centered on caring for children; now centered on caring for parents and self health
DOTD Maintenance Management

Legacy Systems

- **MOPS** – Maintenance Operations, a mainframe system used by Section and District maintenance personnel. The system includes Road Inventory, Road Inspection, Planning data, Performance Report (cost and accomplishment data), Uploaded Work Order data, and Complaints.

- **ISIS/WORD** – Used by Maintenance gangs to enter man-hours worked, equipment usage, and materials usage for various work orders to the State ISIS System. Transmitted to the DOTD mainframe on a bi-weekly basis; once received at DOTD headquarters, the data is disbursed to the Equipment (EQMS) and Purchasing (PIMS) systems.
DOTD Maintenance Management
Legacy Systems – con’t

- **EQMS** – Equipment, tracks the status and inventory of all DOTD automotive and marine equipment.

- **PIMS** – Purchasing and Inventory System, is the initial point of entry for all DOTD purchase requisitions; it is also a complete inventory tracking system.
Road to Asset Management Replacement

- DOTD has been attempting to replace existing Asset Management IT systems since 2001.
- Due to lack of State support, attempts in 2001 and 2004 were derailed.
- In 2006, new State CIO began push for Statewide ERP.
- LADOTD jumped on board and was able to combine Asset Management RFP with State ERP project.
The Search for the Best of Class in ERP and Asset Management Systems

During two weeks in August of 2006, State and LA DOTD team members visited six states in a quest to find the answers to:

- What is the best ERP?
- What is the best Asset Management system?
- What have been other State’s experiences with state-wide implementations?
- What are other State DOT’s experiences with ERP and Asset Management System implementations?
States Visited by Louisiana ERP/Asset Mgmt Delegation

- Kentucky – CGI/AMS (Statewide implementation)
  - DOT kept it’s asset management system
- North Dakota – PeopleSoft/Oracle (Statewide)
  - DOT kept it’s asset management system
- Pennsylvania – SAP (Statewide)
  - DOT using SAP Plant Maintenance module for AM
- North Carolina – SAP (DOT only)
  - DOT using Agile Assets for AM
- Idaho – CGI/AMS (DOT only)
  - DOT using Agile Assets for AM
- Wyoming – PeopleSoft/Oracle (DOT only)
  - DOT using Agile Assets for AM
Lessons Learned

- Keep software as close to out-of-the-box as possible
- Keep interfaces to a minimum
- Devote adequate resources to the implementation
- Change management is critical
- "One throat to choke" approach is best
Decision Time

- Two paths to take
  1. Go with SAP (already using SAP HR and Payroll)
  2. Issue request for proposals
- State CIO goes it alone with a new RFP
  - Open up to all vendors
  - One throat to choke approach
  - Include Asset Management
  - Keep SAP HR and Payroll modules
  - Expedited Timeline
State Goals for the ERP Effort

- Replace legacy statewide financial systems
- Integrate systems
- Common database
- Provide a unified Data Warehouse
- Improve efficiency
- Provide increased functionality
- Bring DOTD on State systems
DOTD Goals for ERP Effort

- Replace legacy DOTD financial systems
- Integrate project functionality (AASHTOWare® Trns.port® and PPMS)
- Fully integrate financial, maintenance, and project systems
- Improve efficiency
- Simplify Work Order process
- Establish a Master Project Number
- Enable Predictive Modeling for maintenance activities
- Remove reliance on legacy support
Project Organization

Governing Council
(State CIO, DOA, LADOTD, DOA)

State ERP Project Director
(Vacant)

Steering Committee
(Agency Representatives)

Functional Teams
(Agency & STA)

Enterprise Readiness
(Comm, Chng Mgmt, Training)
Steve Gerhart, DHH

Technical Team
(Agency & STA)
Development of ERP RFP Requirements

- Acquired the services of GT Group to assist in RFP requirements definition
- GT Group specialized in developing RFP requirements and had a library of base requirements to jump start our effort
- Facilitated the State Focus Groups/Subject Matter Experts in defining requirements through use of templates
- Developed repository of Louisiana specific requirements in less than 2 months
State Staff Augmentation

- State Resources are not adequate to meet the ongoing operational needs and adequately support the implementation effort.
- Acquired the Services of Salvagio, Teal, and Associates (STA) to Assist/Augment State Staff.
- STA assisted state through the RFP process.
- STA will continue working with State through the implementation to project completion.
- Average of 15 FTE on site at all times.
Subject Matter Expert Focus

Groups

- General Ledger
- Cash Management
- Budget Development
- Procurement – Contracts
- Procurement – Purchasing
- Procurement – Accounts Payable
- Materials/Inventory
- Asset & Fleet Management
- Grants Management
- Project Management
- Capitol Outlay Budget
- Revenue/Receivables/Billing
- Facilities Management
- Reporting (Data Warehouse/Business Intelligence)
- Mobile Solutions
Committed Resources Are Necessary In Order to Achieve Desired Results

- Appointed incumbent IT Director as full-time LADOTD ERP Project Director
- Backfilled IT Director Position from within LADOTD
- Appointed two full-time LADOTD SME to chair the state-level subject matter teams
- LADOTD personnel involvement on teams as necessary to ensure our requirements are met
- Staff augmentation contract to bring expert transportation experience to assist LADOTD staff up to 3 years during and immediately after ERP implementation
ERP Request for Proposals

- Professional services contract for up to 3 years
- Implementation Services
  - Integration Services (ISIS/SAP and MMS)
  - Product Training
  - State CIO challenged Proposers to 18-24 month timeframe
- Purchase Order for a fixed period (5 yrs)
  - Product Maintenance
  - Two Software Upgrades
**Calendar of Events**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>RFP Available for Download and Electronic Distribution</td>
<td>August 8</td>
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<tr>
<td>Pre-Proposal Conference</td>
<td>August 15</td>
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<tr>
<td>Deadline for Submission of Inquiries</td>
<td>Aug 31</td>
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<tr>
<td>Deadline for State to Respond to Inquiries</td>
<td>Sept 11</td>
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<td>Proposal Submission Deadline</td>
<td>Sept 17</td>
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<tr>
<td>Notice of Invitations to Participate in Product Demonstration and</td>
<td>Sept 28</td>
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<tr>
<td>Proposer Capabilities Presentation</td>
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<tr>
<td>Product Demonstrations /Proposer Capabilities Presentations</td>
<td>Oct 15 – Nov 2</td>
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<tr>
<td>Notice of Proposers to Participate in Best and Final Offer (BAFO) Process</td>
<td>Nov 7</td>
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<td>Best-and-Final Offer (BAFO) Period</td>
<td>Nov 8 – 20</td>
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<td>Announcement of Intent to Award</td>
<td>Dec. 5</td>
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<td>Final Contract Negotiations</td>
<td>Dec. 17 – Jan 9</td>
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<td>Contract Sign Date</td>
<td>Jan. 10</td>
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<tr>
<td>Tentative Contract Start Date</td>
<td>Feb. 11</td>
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Four Proposals Received

- CGI/AMS
- AFS & Agile Assets
- CIBER
- Peoplesoft & Agile Assets
- Deloitte and Touche
- SAP & Agile Assets
- IBM
- SAP & Agile Assets
Demonstration Scripts

- Three week period provides vendors with a consistent source and structure to demonstrate software capabilities
- Validates vendor responses to functional and technical requirements required in the RFP
- Allows Evaluation Committee and SME members to assess software user friendliness and navigation capabilities
- Ensures the State’s most essential requirements and business processes are met
So, who’s it going to be?

- Best and Final Offer Period Nov. 8 - 20
- Contract award December 5th
- Contract begin date mid-February
- Anticipate two-year implementation
- LADOTD will be first state agency to go live
Stay Tuned
Questions / Comments

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