

DRAFT Overview and Scope of Work/Deliverables – Phase I ASSET MANAGEMENT PLAN DEVELOPMENT
(v2, 12-19-2014)

For discussion with all City asset stakeholders

Drivers:

- Long standing issue of insufficient funding for capital investments
- Few mechanisms for capturing data regarding our work efforts that can be analyzed in a way to inform our future work
- Culture of reactivity
- Desire from the administration/public to have improved metrics/performance measures for all that we do.
- High customer expectations/ customer expectations disconnected from the funding conversation
- Increased interest and attempts at development in the recent years of a computerized maintenance management system/work order/customer complaint system

Tentative Goals (to be refined as part of the Asset Management Planning process):

- Shift from reactive modes of operation (where assets are often only dealt with at failure or near failure) to a more proactive approach
 - Utilize risk analysis as a way of prioritizing our annual capital improvements
 - Improve transparency of our decision making process to increase public's trust of City financial decisions
- Better data collection and prioritization mechanisms to inform capital planning and sustainable funding conversation
- Better management of public's expectations through the creation of "levels of service" and discussions relating cost to specific levels of service, giving the public a "choice" in what they are paying for
- Acquisition of a computerized maintenance management system (CMMS)
 - Improve ability to gather/analyze performance metrics data
 - Tracking of workflows/responsibility
 - Improve customer service

In our conversations with other public utilities and individuals in the asset management field, it has become clear that addressing these drivers and goals does not simply involve purchase of a piece of software (CMMS). It will require an organizational self- evaluation and a wholesale cultural shift. In studying municipalities which appear to have been successful in making this shift, many have undertaken a comprehensive **asset management planning process** which results in the production of an actual written plan outlining the organizational, workflow, levels of service/performance measures and technological elements of the asset management program. These provide the foundation for a

successful implementation and continued operation the asset management and capital planning programs.

Because of the growing concern regarding our subsurface assets, the DPW Enterprise funds (Water, Wastewater, Stormwater) have allocated funding for the development of the Water Resource Asset Management Plan in FY 16 and possible acquisition of a CMMS in FY 17. However, we recognize that it is a much larger organizational issue and believe that our ultimate success will be enhanced by the inclusion of other asset related workgroups throughout DPW and the rest of the City. We want to ensure that our selection of a CMMS is informed by other workgroup needs such that we may be able to select a tool that has a more universal appeal, while still supporting our needs. Thus, we are proposing that Phase I of this effort would include a larger group of stakeholders and would attempt to address the following questions for all stakeholders:

- Where we are? (Existing asset inventories, data collection methods, workflows, metrics)
- Where do we want to go? (Formalize our Departmental/Citywide Goals)
- How will we get there? (Develop Roadmap for various functional groups for developing their own Asset Management Plans and implementation of AM and a CMMS)

The second portion of Phase I (Phase IB) would involve the creation of a scope of work specific to the Water Resources asset classes based on the evaluation of the Water Resources asset classes in Phase 1A. Water Resource will fund a portion of Phase IA and all of Phase IIB, but is seeking other funding sources to include the other stakeholders.

Proposed Scope of Work

Phase IA: City Asset Stakeholders

Consultant shall advance the following efforts for the Asset Stakeholders:

- Development /Refinement of OVERALL goals
- Provide training/introduction of concept of asset management
- Initial documentation of existing practices/workflow/asset inventory/asset data collection practices for each “functional group”
- Gap analysis by function
 - Initial outline of target levels of service (outward –customer focus) and performance measures (inward focus)
 - *This will feed the types of assets that may need to be inventoried and workflows developed*
- General “Roadmap” for each functional group
 - Readiness assessment
 - **Critical next steps** for other areas to be doing while Water Resources does pilot
 - Outline/group which functional areas are high priority for advancement , e.g.
 - *Group A – Water Resources*
 - *Group B – High priority functional area (s) that could reasonably be ready*

- *Group C – High priority functional area (s) which might have more gaps to close*
 - *Group D – Lower priority functional area (s) which can wait*
- Recommendations for immediate gap closures
- Recommendation re: City wide organizational support for this effort in short, mid and long term time periods
- Recommendation regarding the formation of “teams” as necessary for keeping ball moving forward on “next steps”
- Gather enough information such that Water Resources could move forward with Phase IB procurement of CMMS in Phase II that meets the needs of the larger group

Phase IB: Specifically for Water Resources

Consultant shall advance the following efforts for the Water Resources Asset Stakeholders:

- Based on Phase IA – identify which areas of water resources should move forward in Phase II
 - Collection System
 - Distribution System
 - Water Treatment
 - WW Treatment Plants
- **Prepare RFP** for Phase II Asset Management Plan Development and probable cost estimate , that could include items such as:
 - More detailed training for Water Res staff – formation of teams
 - DETAILED workflow documentation
 - DETAILED Level of service review (and/or specific levels of service creation)
 - DETAILED Performance measures creation/review
 - Immediate gap closure – inventory needs, data collection needs (forms)
 - Organizational support necessary for Water Resources Asset Management
 - Scope of work/bid specifications for CMMS purchase and implementation
 - Probable cost of CMMS

Tentative Schedule

Spring FY15 – Phase I

FY 16

- Phase II for Group A (Water Resources AMP)
- Group B continues working on any immediate gap closures/next steps to prepare themselves for AMP

FY 17

- Release CMMS bid/implementation for Water Resources/Group 1
- Group B – AMP development/implementation

FY 18

- Group B – implementation in CMMS
- Group C – AMP development/implementation

FY 19

- Group C – implementation in CMMS
- Group D – AMP development/implementation

FY 20

- Group D – implementation in CMMS