

**Minutes of the Ordinance Review Subcommittee, Capital Investment Advisory Board (CIAB)  
May 8, 2023. City Hall Annex , 3 Pond Road at-2:00 pm**

**Attendance:**

**Subcommittee members:** Joseph McKechnie, Paul Romary

**Non-Board participant:** Gemma Wilkens, Sustainability Coordinator - Community Development Department

**Invited guest:** Ryan Knowles, Director of Information Technology

These minutes paraphrase the Subcommittee's hour-long discussion with IT Director Ryan Knowles.

The Subcommittee shared with Mr. Knowles a summary of its Mayoral directive to recommend changes to the Board's enabling ordinance based on an investigation into current Capital Improvement Planning (CIP) practices and how they differ from the ordinance. The Subcommittee noted that among the components of CIP best practices that it was exploring was the ability to manage timely, accurate and accessible information about the condition and maintenance needs of the city's capital assets, including both buildings and its more expensive vehicles.

Mr. Knowles noted that prior to assuming his present role, he worked for a large firm with multiple assets across the country that relied on an Enterprise Asset Management (EAM) system to track the condition, maintenance and repair schedules and investment needs of its buildings and equipment. This EAM generated information that was critical to supporting the firm's operational, financial and strategic capital planning needs.

He explained his view that the city's diverse assets, from schools to public safety buildings to public works facilities, would benefit from an EAM that was customized to meet the city's specific needs and integrated with the MUNIS system from Tyler Technologies that supports the city's financial, procurement, revenue and other back office operations. While the cost and time commitment necessary to implement an EAM may appear daunting, the benefits would be considerable and worth the investment.

Mr. Knowles prefaced his discussion by observing that an EAM's computerized management of data for operations and decision-making must be based on formalized Policies and Procedures for capital assets management. An EAM can only be effective if the processes and day-to-day practices that control how assets are tracked for condition status, maintained preventatively and scheduled for life cycle replacement are consistently managed, prioritized and documented. Developing and implementing Policies and Procedures can be the most difficult element of CIP given the changes to work practices that may be needed to sustain systemic change.

Mr. Knowles explained how an EAM is a more robust and expansive management program than more discrete and singularly focused programs, such as Computerized Maintenance Management Systems (CMMS) and Building Management Systems (BMS). An EAM is a higher level information management system that incorporates or builds on the information generated through CMMS and BMS systems, variations of which are already used by the DPW to manage work orders and maintenance scheduling.

Procuring and implementing an EAM would face many challenges, not least of which is a commitment to funding it and phasing it in over several years. The first phase involves specifying the EAP's customized

functionality, particularly by evaluating and compiling end user requirements, and determining how it would integrate with other computerized operations. This phase would best rely on a technical consultant to conduct the process analysis and to assist city managers with developing the procurement specifications.

The procurement phase would then compare how each vendor's EAM submission met the procurement specifications in order to award a multi-year contract. He said he was aware, for example, that the vendor that manages MUNIS offers an EAM module but he was not familiar with its capabilities or how its customers valued this system. The best test for the effectiveness of this phase was to ensure that the procurement specifications were detailed and specific in order to assure comparability and accountability of each vendor's promised capabilities.

The implementation phase would be broken down into scheduled subphases, starting with front line end users who would need to be trained and supported in their effective use of the system. Another subphase would verify the EAM's integration with other computerized operations. Depending on the timeline commitment made by senior managers, it could take up to four years or more to fully implement an EAM from initial design to becoming fully operational.

He responded to questions about cost by noting that these kinds of complex integrated programs usually charge a monthly subscription fee in addition to the consultant's fee for developing the procurement specifications and a separate vendor's fee for overseeing its implementation.

Lessons learned from other major system rollouts include designing the EAM around the needs of end users and implementing the system from the ground up and not by imposition from the top down.

The meeting adjourned at 3 pm.