Commonwealth of Massachusetts

Department of Conservation and Recreation

October 6, 2017

Asset Management Modernization Project (AMMP)

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Chief Operating Officer
Energy and Environmental Affairs

Agenda

> ➢ **Introduction**
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> ➢ **Problem Statement**
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> ➢ **Accomplishments**
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> ➢ **Business Case to Solution**
>
> ➢ **Process to get there**
>   > ➢ **Governance Model**
>   > ➢ **Pilot Phase 1 Overview**
>   > ➢ **Timeline**

Problem Statement

DCR has a unique set of assets spread across the Commonwealth which includes horizontal and vertical assets. Currently, the assets are managed using disconnected inventories of varying quality across the department.

DCR is attempting to improve their asset management processes and have investigated technical solutions to which will allow the department to more efficiently:

- Track the state of repair for all assets (vertical and horizontal)
- Update the status of individual work orders while linking communication between dispatch and the field.
- Prioritize deferred maintenance repairs based on agency criteria
- Centralize documentation regarding permits and licensing for individual properties
- Provide support for future capital budget planning activities

Accomplishments - Releases 1, 2 & 3 (November 2016-July 2017)

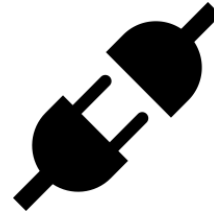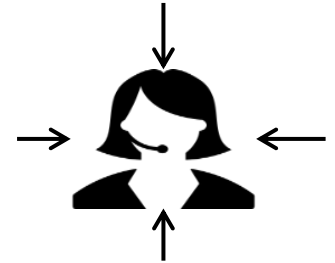| November 2016: Asset Management Modernization Project Launches	Process Improvements	Mapped How Regular Repairs Become Capital Projects	Mapped How Accident Recovery Connects to Park Support Operations	Mapped How Work Orders are Processed and Closed	Created Rubric for Prioritizing Backlog of Repairs
	Data Consolidation	Identified 54 existing asset databases	Created Data Templates and strategy for collecting asset data info		
	Technology Improvements	Successfully made the business case for adopting an asset management system	Mapped current technology needs relating to TRIRIGA		

How Our Current System Impacts Our Business

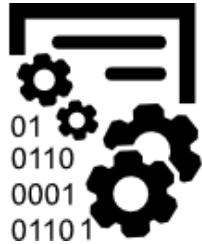| System is down frequently and not supported by a service agreement	The data is 15 years old and not reliable	Not all users are connected to the system	Most work orders must be closed by dispatch

This impacts DCR's ability to:
- Generate preventative maintenance requests
- Generate reports
- Review current project status and current conditions
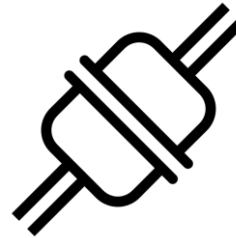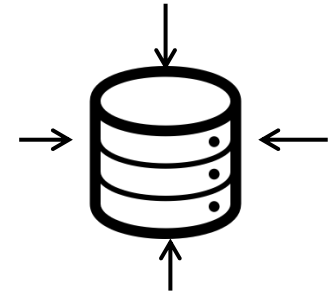
How TRIRIGA Will Help

Triria is supported through IBM and a user community in the state

We will have up to date data in our system

We will develop processes to connect all users to the system

Field Staff will have the ability to close work orders

This will allow DCR to:
- Track and schedule Corrective and Preventative Maintenance
- Generate reports
- Plan for the future

Tririga System Overview – Current Use

Customer Request Central (self service, way-finding)
Business Analytics (KPIs, advanced reporting)

Real Estate Management	Project Management	Space Management	Reserve	Facility Management	Environmental & Energy Mgt
Portfolio Planning	Program Management	Space Management	Reserve Meeting Rooms	Contact Center	CO2 Emission Tracking
Site Selection	Fund Management	Space Chargeback	Hot-Desking/Hoteling	Service Management	Utility Tracking
Transaction Management	Scope Management	Space Requests	Reserve Equipment	Warranty Management	Waste Disposal
Lease Administration	Cost Management	Strategic Planning	Reserve Vehicle	Preventive Maintenance	Water Consumption
Lease Accounting	Schedule Management	Space Forecasting	Catering	Facility Assessment	Green Opportunities Tracking
AR Tenant Tracking	Resource Management	Move Management	Visitor Management	Security/Key Management	Environmental Certification
Payment Processing	Permit Management	Personnel Provisioning	Room Setups	Inventory Management	Energy Star Integration
Client Requests	Vendor Engagement	CAD Management		Capital Planning	
	Procurement			Resource Planning	

TRIRIGA solutions for smarter workplace enable real estate, space, project, operations and energy efficiency

Benefits of Tririga System

Suitability to Business Needs
- Designed for Preventive Maintenance and Repairs, which connects with DCR need
- Customizable
- Can track progress of individual projects
- GIS codes supported
- Able to capture many attributes - photos, plans, leases, permits

User Experience
- User-Friendly (Point-and-Click)
- Web-based; find most users upload data via phone app

User Community
- Being utilized by 144 entities within the Commonwealth
- O&M Governance Board supporting all user agencies & issues

Ease of Implementation
- Already built – significant reduced lead time
- Space exists on DCAMM server
- High proportion of DCR vertical assets already in the system
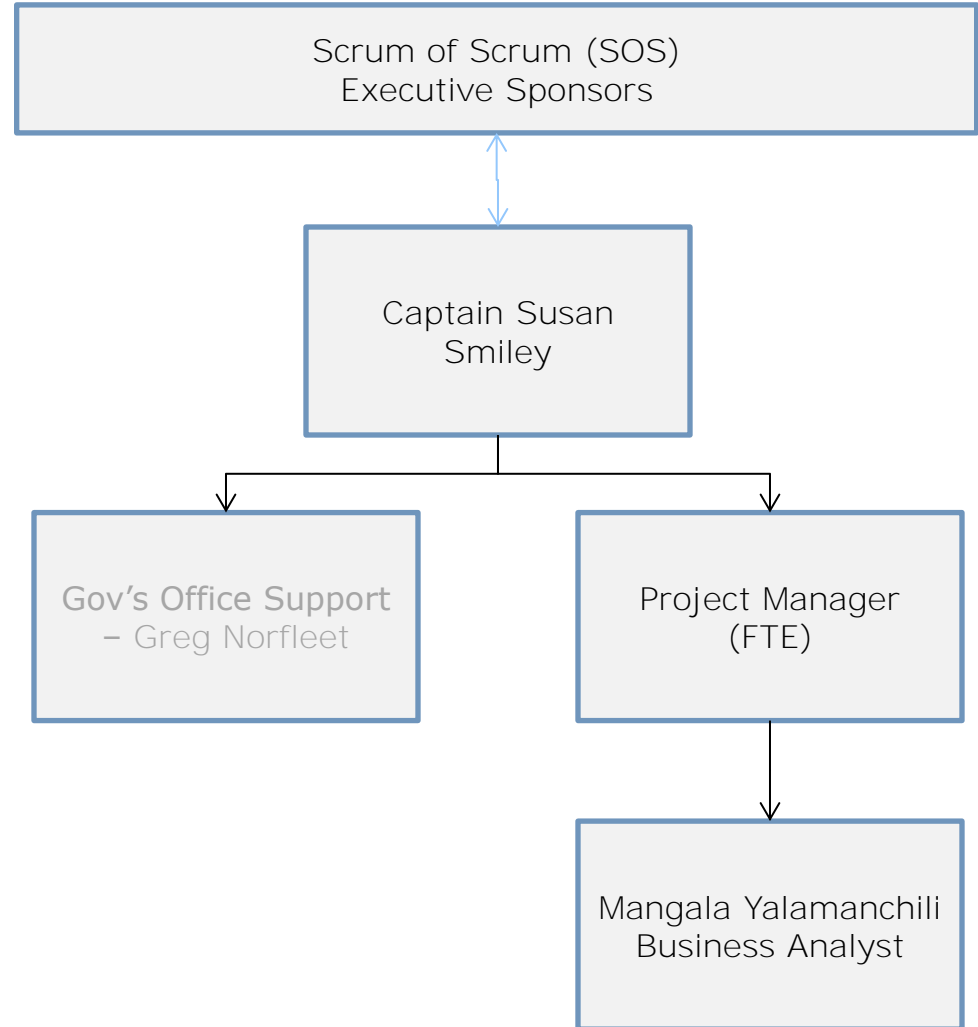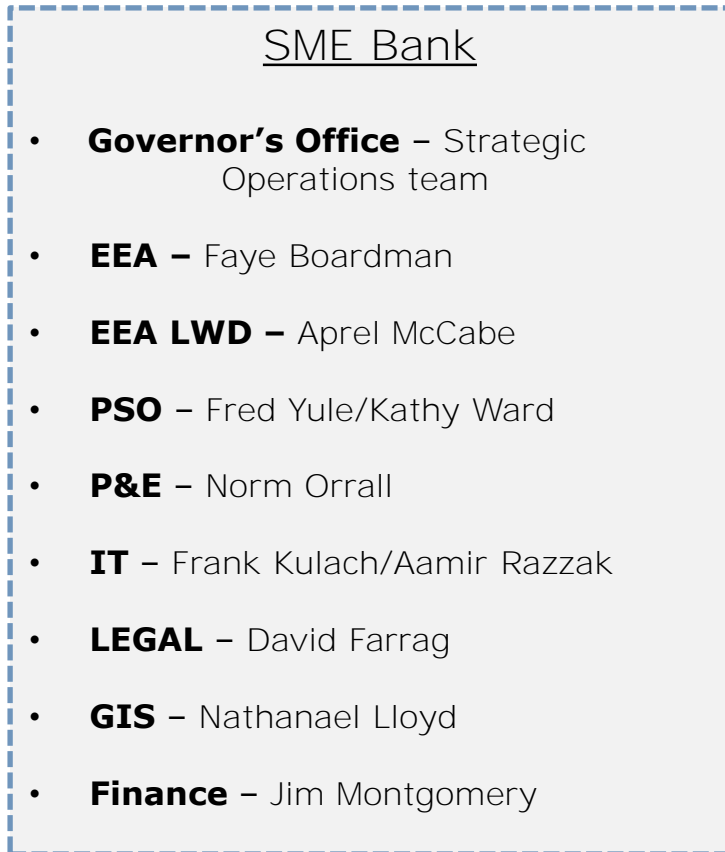
Financial Considerations
- DCAMM has made significant upfront investment (purchase, license, set up, support)
- Concurrent licenses most efficient and cost effective for users
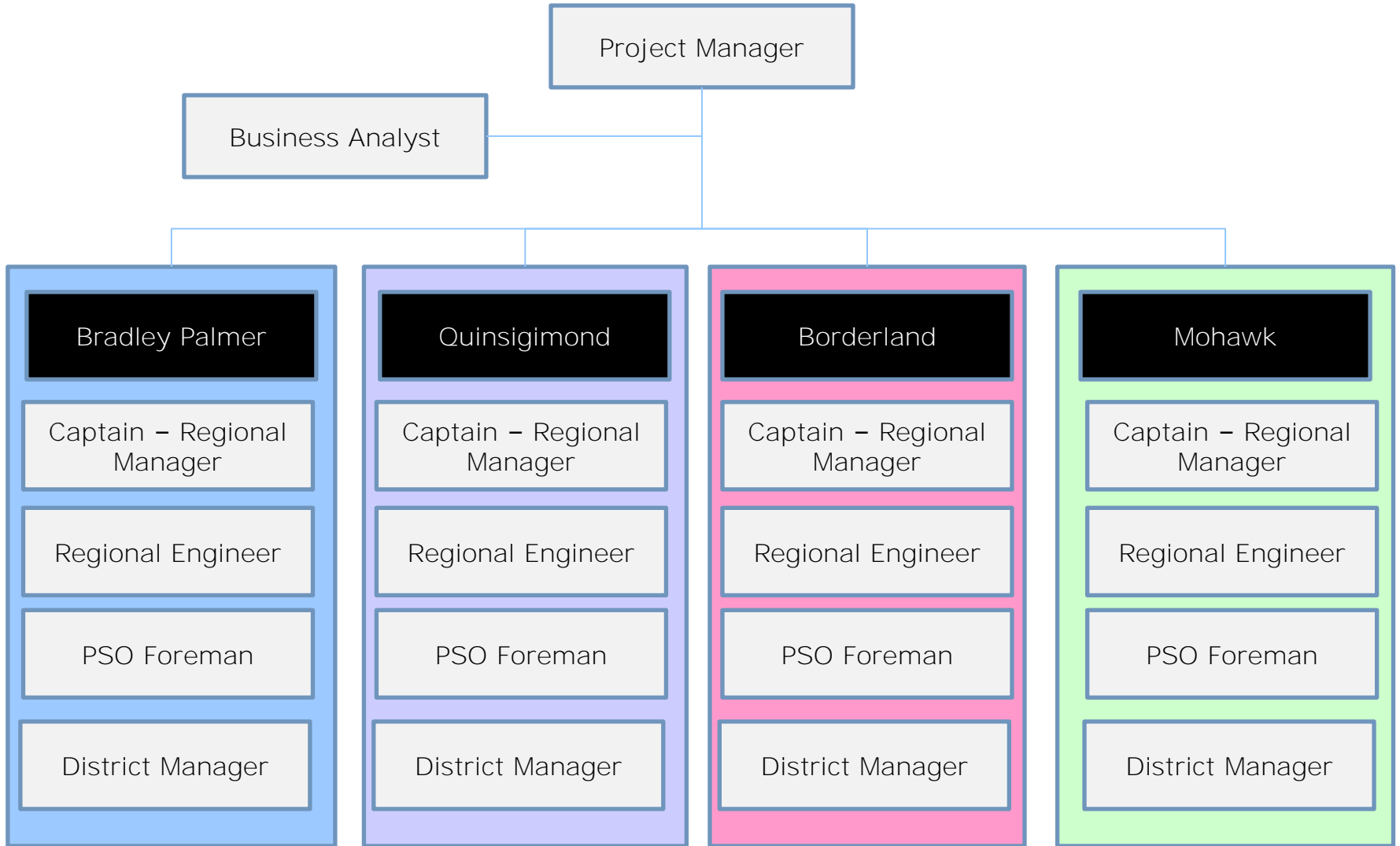- Would not require a procurement process

Updated: 11/2/2017

AMMP Project Coordination

Governance Model

SME Bank

- **Governor's Office** – Strategic Operations team

- **EEA –** Faye Boardman

- **EEA LWD –** Aprel McCabe

- **PSO** – Fred Yule/Kathy Ward

- **P&E** – Norm Orrall

- **IT** – Frank Kulach/Aamir Razzak

- **LEGAL** – David Farrag

- **GIS** – Nathanael Lloyd

- **Finance** – Jim Montgomery

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Scrum of Scrum (SOS)
Executive Sponsors
        ↕
Captain Susan
Smiley
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Gov's Office Support       Project Manager
– Greg Norfleet              (FTE)
                                │
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                        Mangala Yalamanchili
                        Business Analyst
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Pilot Phase 1 @ 4 DCR Sites

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                        Project Manager

Business Analyst
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Bradley Palmer	Quinsigimond	Borderland	Mohawk
Captain – Regional Manager	Captain – Regional Manager	Captain – Regional Manager	Captain – Regional Manager
Regional Engineer	Regional Engineer	Regional Engineer	Regional Engineer
PSO Foreman	PSO Foreman	PSO Foreman	PSO Foreman
District Manager	District Manager	District Manager	District Manager

Team Objectives

> Facilitate the concurrent implementation of Tririga within the 4 DCR Pilot sites
>> Lead Site teams to successful Phase I completion

> Determine key milestones and metrics to track progress

> Develop lessons learned and build a replicable process for scaling Tririga across DCR properties and all operational departments

Timeline – Asset Management Modernization Phase I

- Approval of Governance Model   May/June 2017
  - Begin implementation of Governance model
  - Develop communication plan for Phase 1
  - Engage EEA IT for data/infrastructure set up/support

- House/Senate Conference budget completed   August 2017
  - AMMP earmark
  - Hire BA and PM
  - Project Kickoff
  - Commissioner Communication to All Staff

- Collect and Cleanse Data – 4 Sites   September-November 2017
  - Business Process Redesigns
  - Implement new processes to employees
  - Host Kickoff Meetings
  - Verify Data collected – Site teams
  - Site Code Verification
  - Import data
  - Begin development of metrics

- Test/verify Environment Setup   November/December 2017

- Train Staff on New System   November/December 2017

- Submit AMMP report to Legislature   Feb 1, 2018

Questions and Answers