

What do you know now, that you wish you knew then?

A Peer Conversation



# A Peer Conversation

- Next 60 minutes / Tables of peers & portfolios
  - CAO/Deputy CAO/Finance
  - Public Works / Operations
  - IT / GIS
  - Engineering
  - Tables of ~8
  
- Go!

# A Peer Conversation

- IAMA Facilitator at each table
- 5 Discussion Questions
- Sheets at your table for recording
- 40 minutes of Discussion
- 15 minutes of “Lightning Round Plenary”
- Close

# Conversation Questions

- What do you know now that you wish you knew then (about Asset Management)?
- What do you have that's sharable? Tools, Techniques, Processes?
- What is *\*your\** key contribution to Asset Management in your organization.
- What do you wish you knew that would help you in your role today?
- What would you like to see next?

# Conversation Questions

5 Minutes Left!

# Lightning Round Plenary

Thank you!



For this segment of the Workshop, please form into a Table of 6-8 with similar asset management responsibilities (e.g. Public Works, Finance, IT, Administration, etc). An IAMA member will support the Table in exploring the following questions for 40 minutes.

At the end of the 40 minutes we will have a Lighting Round Plenary session to share what you explored with the rest of the attendees.

#### **What do you know now that you wish you knew then?**

- You need to listen to/use interdisciplinary feedback
- What worked/works for TCA doesn't always work for Asset Management
- The importance information sharing within the organization
- Software isn't asset management...it just assists you
- Be cautious when originally presenting the concept of asset management. Don't be ambiguous about it. If it looks like its too much/too big they may not buy in. Keep it simple!

#### **What tools, techniques and processes have you used that you can share with others?**

- Need to look at total cost of ownership
  - This isn't just about saving money
- It's easier to find synergies if everyone is speaking the same language
- When looking at software, be sure to look at the long term — Integration with other systems
- A disposal policy can be beneficial in communicating to insurance, finance, asset management



## **What is your key contribution to Asset Management?**

- Convincing Council of the value
- We're the catalyst to get everyone to communicate
- Direction
- Change management champion

## **What do you wish you knew to help you in your Asset Management role?**

- That it wasn't simple/easy/quick!
- What software solution is best for our organization
- Who should really be doing this?
  - Finance? IT? GIS?
- What's the best structure to get everyone's input while still moving forward in data collection/implementation?
- When do you involve the others in your organization?

## **What would you like to see next for a future discussion?**

- Implementation of AM at the corporate level
- Difference between capital assets and operating in reference to AM
- Condition ratings (e.g. Good, Very Good, etc) and which attributes (leaky, noisy) that other municipalities use.
- A software that captures all needs of Asset Management
  - Capital Planning
  - CMMS
  - Project Management
  - Energy Management

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#### **What do you know now that you wish you knew then?**

- Engineering firms provide as build drawings (geo-referenced), hard copy
- New buildings, asset list is provided by contractor (add to contract)
- Standardizing data between asset classes
- Keep it simple; Data gets overwhelming
- Pre-determining what is nice to have and what is must have

#### **What tools, techniques and processes have you used that you can share with others?**

- Find a champion in Public Works
  - Go to their world; Jeans and coffee; Ask Questions
- Phased approach
  - Smaller groups of people
  - Smaller chunks of work
- They were already collecting data (hydrant inspections). Get them to collect condition.
- VISIO for workflows

## **What is your key contribution to Asset Management?**

- Knowing what we have and where it is (single source of truth)
- Workflow mapping for procedures
- Documentation of Procedures
- Current state of our infrastructure
  - Condition
  - Replacement Cost
  - Life remaining
- Connection point for Business Units (silo breakers)
- Science behind the decisions

## **What do you wish you knew to help you in your Asset Management role?**

- TCA Data
- Software -> making the right choices
- FME
- Policy Writing
- List of standard municipal assets

## **What would you like to see next for a future discussion?**

- Fleet
- Facility
- How different municipalities use different tools and systems so we can rethink our processes
- Identifying level of services for different assets
- Aligning levels of service with Council

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#### **What do you know now that you wish you knew then?**

- “one source of truth” is most difficult to find
- As asset management is more established, the TCA changes (redo TCA)
- Whatever you use for TCA might not work for public works or recreation. What makes sense for everybody?
- Breaking sidewalks into 10m sections is a brilliant idea and more user friendly for project development.

#### **What tools, techniques and processes have you used that you can share with others?**

- TCA Software: Diamond; Great Plains; Questica
- Asset Management Software: Excel; Work Tech; CityWide; Arcmap; City Works; WorkQ (being currently used)
- Create Functional group for data collection, use Readiness Scale (FCM)
- One position can't do it all

## **What is your key contribution to Asset Management?**

- Asset Management coordinator - lead for all of it, education, data
- Brazeau County passed Council Resolution that every work order must be connected to an Asset ID. Forced participation through a top down approach.
- Data collection and condition ratings

## **What do you wish you knew to help you in your Asset Management role?**

- Knowledge of software available
- Know who uses the same software as you for networking help

## **What would you like to see next for a future discussion?**

- Software Options \*\*\*
- Integration with TCA
- What **NOT** to do
- Guidance for Asset Management Policy Development

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#### **What do you know now that you wish you knew then?**

- Change is system
- Data collection and analysis
- GIS tools; One single truth
- everybody on same page
- Use the system

#### **What tools, techniques and processes have you used that you can share with others?**

- Diamond
- WorkTech
- CityWorks
- CityWide
- iWorks
- Great Plains
- Serenic
- Questica
- AVL
- CAMIS
- Test Field / Drop Down
- A tool to select software

## **What is your key contribution to Asset Management?**

- AM Discussion
- Job Description
- Rating & Condition

## **What do you wish you knew to help you in your Asset Management role?**

- Software options
- Information; Type of software
- How smaller municipalities approach Asset Management

## **What would you like to see next for a future discussion?**

- Software selection
- Integration with TCA
- Everything we did wrong (Asset Management)
- Guidance on Policy & Procedure
- Journey; AM processes;

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#### **What do you know now that you wish you knew then?**

- Use AMP principles to show the benefit for buy in.
- Find a Champion in each Department
- Be honest with where you are today and when doing a self assessment
- Condition Assessment - Don't use the text fields. Use Drop Down menus
- 'The Trucks are White' - start with what you know
- Be realistic about resources that will be needed to complete the work. eg. sign data pickup
- Include all disciplines
- Just get started, will never be a good time to start
- Be careful what you ask for!
- Audit the data
- Data can be interpreted many different ways

#### **What tools, techniques and processes have you used that you can share with others?**

- Formalized change management pdf forms - Taber
- Gap Analysis tool - Lethbridge used a PSD tool
- Bi-weekly meetings keeps accountability
- Storm/Waste National Standards for condition ratings
- IPWEA & APWEA has standards for condition ratings
- FCM Policy development guidelines
- Update on arc collector - Taber



## **What is your key contribution to Asset Management?**

- Identifying Risks (Safety, Financial)
  - Mitigating those risks with knowledge from standards
- Know what data to pick up and how. Follow standards
- Management of the Plan
  - Improvement Plan
- Subject Matter Experts. Know capital costs.
- Creating whole programs (capital and maintenance programs)
- Create projects that fix existing deficiencies.

## **What do you wish you knew to help you in your Asset Management role?**

- Time!
- Full time coordinator to focus efforts.
- Political buy in to build a foundation vs capital projects
- More education to build awareness
- Connection between TCA life and Condition life
- Predictable revenue for long term financial plans
- LOS establishment
- A program tracking changes in the field

## **What would you like to see next for a future discussion?**

- Getting started and expanding on implementation
- Update from the MAMP Cohort project
- Future Grant funding for municipalities
- Software & industry best recommendations for different sized municipalities and comparisons
- Management of orphaned assets that no one is currently managing (low priority)

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