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Honorable Paul Krekorian, Chair
Ad Hoc Committee on Comprehensive Job Creation Plan
Los Angeles City Council
c/o City Clerk
Room 360, City Hall
Los Angeles, CA. 90012

Attention: Maria Espinoza, Legislative Assistant II

REPORT FROM DEPARTMENT OF GENERAL SERVICES ON STATUS OF ASSET MANAGEMENT SYSTEM AND JOINT DATA CLEANSING PROJECT WITH MAYOR'S OPERATIONS INNOVATION TEAM

The purpose of this report is to provide an update on the progress that the Department of General Services (GSD) has made in acquiring an asset management system and improving the accuracy of the asset management information (data cleansing) to be entered into this system. GSD is working closely with the Mayor's Operations Innovation Team on strategies to leverage technology and industry best practices to more efficiently create the accurate, comprehensive listing of City real estate assets needed for the new system.

BACKGROUND

On March 27, 2015, City Council authorized GSD to release a request for proposals for the acquisition of an asset management system (C.F. 14-1647) and included instructions for GSD to identify resources to start the necessary data cleansing efforts.

In May 2015, GSD formed AMS Executive and Steering Committees, which includes staff from the Office of the Chief Administrative Officer, the Office of the Chief Legislative Analyst, GSD, the Information Technology Agency and the Mayor's Office. The Executive Committee set the framework and priorities for the implementation of the AMS and the Steering Committee developed the actual request for proposals, outlined system requirements, and reviewed workflows and business processes as it relates to the implementation of the AMS.

SYSTEM SELECTION

In November 2015, GSD released the Request for Proposals (RFP) for the AMS which included the recommended requirements identified in the study completed by PA Consulting in 2014. AssetWorks, LLC was selected after an extensive review process as detailed below and on March 31, the Municipal Facilities Committee authorized GSD to move forward with negotiations. Additionally, of the three highest scoring finalists, AssetWorks had the most cost effective proposal.

TWO-PHASE SELECTION PROCESS

The City received seven proposals in response to the RFP in December 2015. The proposals were evaluated in two phases. In the first phase the vendors were evaluated based on their written proposal, past experience, references, and cost proposals. In mid- January 2016, the six-person selection panel then selected five finalists to move on to the second phase of the evaluation.

The Steering Committee invested a significant amount of time preparing for this second phase of the evaluation by gathering sample City data and writing 17 scripted scenarios, which were germane to how the City operates. The five finalists were to use this information to conduct product demonstrations. In early February, the finalists were given a month to load the sample data into their systems to prepare for the demonstrations, which were held in early March. The selection panel evaluated the systems for functionality, capacity to meet the City's varied asset management needs, navigation between modules as well as the ability to maintain and update the system components and software seamlessly.

AssetWorks, LLC was selected due to their demonstrated functionality, intuitive navigability, dashboard information that will be easy for managers and staff to read and understand, graphical interface with a mapping tool and overall ability to do the core functions needed by the City in one integrated system.

ASSET MANAGEMENT SYSTEM

The priority modules identified by the Executive and Steering Committees include real estate, property and leasing; building operations and maintenance; building assets; space planning and management; and energy management/conservation and are slated for implementation in the first year of the contract for a proposed cost of $1.5 million. Secondary modules will be implemented as determined by the Executive Committee and as funding is available. (See attached description of modules.)

Upon execution of the contract, the AMS will be configured, loaded with cleansed information and tested before going live. The AMS will be a robust system that will be a flexible tool utilized by stakeholders in multiple City departments. The AMS will empower stakeholders to manage the City's assets more efficiently and effectively. It will also enable the City to leverage its assets and make more informed decisions regarding its real estate portfolio. Also, depending on the user's role and responsibility, staff will be able to run quick standardized reports (i.e. all surplus or

vacant property within a specified Council District), and custom analytical reports, (i.e. maintenance cost per square foot for a particular building(s) within the last year). The AMS will also include a graphical interface that can be accessed by constituents to search and view data on a map or a preset report regarding City-owned assets.

BUILDING VERIFICATION AND DATA CLEANSING

As part of the data cleansing effort, the AMS Steering Committee identified twenty six (26) City facilities to form the basis of a pilot study to determine standards for future building verification activities including the level of data detail needed in the AMS in order to perform meaningful analyses of the City's facilities and assets, (i.e. analytical reports on costs per building, future preventative maintenance costs, and overall how the building, as an asset, is performing compared to a set or assessed value).   Most facilities in this pilot study were municipal buildings, with at least one pilot building in each Council District. GSD staff from Real Estate Services (RES) and Building Maintenance Division (BMD) conducted site visits in which they gathered comprehensive data for each facility (i.e. tenant occupancy, square footage, identifying vacant or underutilized space, and building condition assessments). To date, 21 of the 26 facilities have been completed.

GSD is collaborating with the Mayor's Operations Innovation Team (O-team) to create a centralized, up-to-date, and comprehensive listing of the City's real estate assets. Almost forty (40) different lists of assets were identified and merged into one centralized source with information from the County Assessors database serving as a baseline for the City-wide portfolio. Through a collaboration with the County Assessor's Office, the O-Team aggregated information for more than 8,900 City-owned parcels, including the baseline assessed value, City Council District, general use type, and the owner on record.

The O-team also engaged LA-based data analytics firm, CompilerLA, who conducted the official merging of all lists that were aggregated through December 2015. This merging effort resulted in 27,000 individual records. Using the parcels' Assessor Parcel Number (APN) and the County's Application Program Interface (API), CompilerLA pulled the shapes of the parcels – called polygons – and successfully mapped them. Those records that did not have an APN but did have a readable address were mapped as points. As a result, duplicates were identified along with a number of discrepancies and inconsistencies. The Mayor's Operations Innovation Team is continuing the on-going sifting of records to verify the accuracy of the data and cleansing to provide the City with the most reliable data.

Additionally, GSD has procured an interim asset management system that will be utilized to house the cleansed data by the Operations Innovative Team to leverage new technology and tools until the more robust system is in place. This will allow the City to be more responsive to requests regarding our assets in the interim.

NEXT STEPS

- Budget request is pending for Fiscal Year 16/17 to purchase and implement the AMS and to do data cleansing and verification of a larger group of facilities.

- An interim database system has been purchased to store cleansed data from various sources including GSD and the Mayor's Office. This data will then be migrated to the AMS at the appropriate time. This simple but stable interim solution will be available for use by City departments and constituents.

RECOMMENDATION

It is recommended that the Ad Hoc Committee on Comprehensive Job Creation Plan note and file this report.

Tony M. Royster
General Manager

Attachment

Priority One Modules

Module	Overview
Real Estate Portfolio Management	Tracking, analysis and forecasting of a real estate portfolio's financial performance which must include the tracking of encumbrances such as MICLA related funding. Supports the lease, cost and invoice administration processes. Integration or interface with a Geographical Information System (GIS) to graphically show property locations on map.
Building Op. and Maint.	Scheduling, dispatch, management and reporting related to reactive and preventative maintenance work orders.
Space Planning and Management	Planning, measurement, and optimization of facility utilization and occupancy management. Provides chargeback tools for used space.
Asset Management	Tracking of physical assets (i.e., building equipment, and telecommunications) data, which is used to increase asset utilization and to facilitate asset repair, acquisition and dispositions decisions.
Energy Management/ Conservation	Environmental sustainability, energy management.

Secondary Modules and Add-ons

Modules/Add-ons	Overview
Move Management	Track available space for the purpose of "what-if" scenarios to accommodate requested moves.
Capital Project Mgmt	Planning and budgeting for capital projects.
Workplace Services	Shared space reservations. (i.e. conference rooms)
Contract Administration	In addition to information on contract management described in Building Operations and Maintenance above, track various types of contracts related to capital projects and various personal services contracts (i.e., property management, appraisals, title reports, space planners).
Customer Request module	Allow authorized users (internal and external) to submit service requests.
Mobile Computing for Building Operations and Maintenance (Add-on)	Dispatch of work orders: 1. Preventative Maintenance 2. Emergency repairs 3. Special requests