

City of San José



An enterprising organization.

With nearly one million residents, San José is the third largest city in California and the tenth largest in the United States. Its municipal government is responsible for the management of nearly two million square feet of office space and public facilities, as well as hundreds of parks and athletic facilities across the city. The 235 employees of its General Services Department's Facilities Management and Parks Maintenance Divisions are responsible for managing these expansive and varied facilities, which include government offices, community centers, arenas, athletic fields, public gardens and parks, and more.

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RANDAL TURNER, DEPUTY DIRECTOR,
GENERAL SERVICES DEPARTMENT,
CITY OF SAN JOSÉ

Setting the strategy.

The City of San José operates under an overarching program designed to deliver optimal services to citizens. Called "Investing in Results," the program focuses municipal departments on four key performance metrics: cost, cycle time, customer satisfaction, and quality.

In its initial attempt to deliver on these principles, San José's General Services Department implemented two computerized maintenance management systems: one to drive its facility management operations and another to manage its parks maintenance operations. While these systems provided some incremental improvement over the old paper-based methods of managing work processes, they did not provide the functionality or the stability for the department to effectively manage its costs and cycle times. They also could not provide a consolidated view of maintenance data across all facilities and parks because the systems operated off separate databases, nor could the systems provide the capability to capture data on customer satisfaction and quality of work.

The department set forth to implement a new enterprise asset management (EAM) system that could consolidate its facilities management and parks maintenance operations under a single application. The department wanted to be able to "drill down" into its operational data to get accurate, real-time information on maintenance costs at the asset level.

The system chosen by the General Services Department needed to be able to help them manage an enormously varied array of assets, ranging from playground equipment and athletic turf to electrical infrastructure, HVAC systems, plumbing, fire equipment, and so on.

Additionally, the system needed to be able to manage the activities of the 235 employees in the Facilities Management and Parks Maintenance Divisions. This involves everything from issuing work orders to providing the functionality required to see work orders through to completion, while capturing all labor and equipment costs incurred along the way.

facts at a glance:

- > organization .. City of San José
- > solution Infor EAM
- > product Enterprise Edition
- > industry Public Sector
- > country USA

And finally, the system needed to be able to accommodate widely distributed end users and give them the flexibility to access the system directly from the facilities themselves, without requiring an undue amount of attention from the city's Information Technology Department.

Getting business specific.

After an extensive evaluation process that started with 50 vendors and ended with a "final round" featuring the top 3 asset management systems used in the municipal government sector, the City of San José selected Infor™ EAM Enterprise Edition.

As a highly scalable, web-architected solution, Infor EAM Enterprise Edition provides the robust functionality required to manage the hundreds of facilities and thousands of assets under the control of the General Services Department, as well as the inventory supporting the department's operations. The product provides the flexibility for employees to access the application from any building with Internet connectivity, and its mobile capabilities further enable employees to access and capture data at the point of service.

"Infor's stability, customer references, and record of superb service were all critical factors in our ultimate decision," says Deputy Director Randal Turner. "Infor EAM Enterprise Edition is a flexible, cutting-edge product backed by outstanding support, which is why Infor rose to the top during our vendor evaluation process."

Today, the system provides employees with universal access to up-to-date asset data, enabling them to make better decisions that result in lower operations costs, higher quality work, and better utilization of resources.

Seeing results.

The Infor EAM Enterprise Edition deployment has enabled the City of San José's General Services Department to standardize its maintenance process across all facilities, parks, and assets. Standardization means that best practices can be implemented across all functional areas of the organization, and that consistent data is being entered into the system across all of its operations. The General Services Department can then use this data to track and audit its operations costs and cycle times. This capability enables the department to deliver on the guidelines of the Investing in Results program.

"Infor did an excellent job both during the implementation phase, with its integration and consulting services, and during the initial deployment, with its training programs," Turner says. "As a result, our people were ready to be up and running with Infor EAM Enterprise Edition the moment the system went live." Turner says that Infor EAM Enterprise Edition's configurability has enabled his group to customize the application to match their business processes.

Says Turner, "The software's workflow tool provides tremendous flexibility, enabling us to configure Infor EAM Enterprise Edition so it supports and automates all of our existing processes." The deployment has enabled General Services to meet the Investing in Results program criteria:

- **Cost.** Because Infor EAM Enterprise Edition automatically captures the time, materials, and associated costs of every operation, General Services can now gain an extremely accurate measure of its operating costs. This data enables the organization to make more informed decisions about resource allocation and utilization, which results in reduced overall costs.
- **Cycle time.** Infor EAM Enterprise Edition's ability to track work orders from "cradle to grave" enables General Services to capture precise data on cycle times for virtually any kind of activity—from mowing the athletic fields to replacing light bulbs. This data provides valuable management information for measuring organizational performance.

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- **Customer satisfaction.** Faster cycle times and more efficient resource utilization results in greater customer satisfaction. If there is a problem with any of the facilities in the City of San José, residents know that the problem will be fixed quickly and properly, without wasting any taxpayer dollars. The General Services Department is currently extending the functionality of its Infor application so it will be able to capture customer satisfaction data right in the system. This will enable the department to measure and maintain customer satisfaction levels.
- **Quality.** The Infor solution's ability to manage the entire work-order lifecycle ensures that problems are being fixed properly and in a timely manner. Furthermore, the web architecture makes data readily available to workers whenever they need it. This means faster and better decisions, and higher quality work. As with customer satisfaction, the General Services Department is currently working to extend its Infor EAM Enterprise Edition deployment so it can capture quality data as well.

Being open to an enterprising future.

"As a maturing facilities management organization, we believe partnering with experienced vendors capable of supporting our growing organization is vital to our long-term success," Turner says. "Infor EAM Enterprise Edition provides the infrastructure to support our efficient growth far into the future. From sales to service and support, our experience with Infor has been outstanding in every respect."

About Infor.

Infor delivers business-specific software to enterprising organizations. With experience built in, Infor's solutions enable businesses of all sizes to be more enterprising and adapt to the rapid changes of a global marketplace. With more than 70,000 customers, Infor is changing what businesses expect from an enterprise software provider. For additional information, visit www.infor.com.

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