

City of Palm Coast, Florida Agenda Item

Agenda Date: April 14, 2026

Agenda Item: E.8

<p>Department INFORMATION TECHNOLOGY Division INFORMATION TECHNOLOGY</p>	<p>Amount Org/Account #</p>
<p>Subject: PRESENTATION - SOFTWARE STRATEGY AND RISK MITIGATION COUNCIL SAP PRIORITY 6.1</p>	
<p>Presenter: Doug Akins, Director of Information Technology</p>	
<p>Attachments:</p> <ol style="list-style-type: none"> 1. Presentation 	
<p>Background:</p> <p>As part of City Council's Strategic Action Plan, Council directed staff to evaluate the City's existing enterprise software environment, compare it with the market, and create a long-term plan for addressing operational needs and software deficiencies. In response, the Information Technology Department developed a Software Strategic Plan that establishes a formal framework for evaluating, governing, consolidating, replacing, and acquiring software across the organization. The plan identified a fragmented software environment in several key operational areas, including work order management, asset management, inventory tracking, and performance reporting, resulting in manual workarounds, disconnected data, and reduced efficiency.</p> <p>The Software Strategic Plan identifies implementation of a modern Enterprise Asset Management (EAM) platform as the City's highest-priority software modernization initiative. An EAM platform would provide a centralized system for managing assets, work orders, inventory, and related operational data while integrating with existing enterprise systems such as Tyler Munis and Salesforce. This recommendation is also supported by the City's 2025 Entity-Wide Risk Assessment, which identified Asset Management as the City's second-highest residual risk.</p> <p>To help inform future budget and procurement planning, the City issued a Request for Information for EAM solutions and received 14 responses from vendors. Based on those responses, staff developed a planning-level estimate of approximately \$450,000 in first-year implementation costs and approximately \$150,000 in annual recurring costs. The purpose of this agenda item is to present the Software Strategic Plan, summarize the relationship between the plan and the recent risk assessment, and seek Council guidance on whether staff should pursue an Enterprise Asset Management platform in the upcoming fiscal year. This item does not request vendor selection or contract approval at this time.</p>	

**Recommended Action:
FOR PRESENTATION ONLY**



Software Strategy & Risk Mitigation

City Council SAP Priority #6.1

Why We Are Here

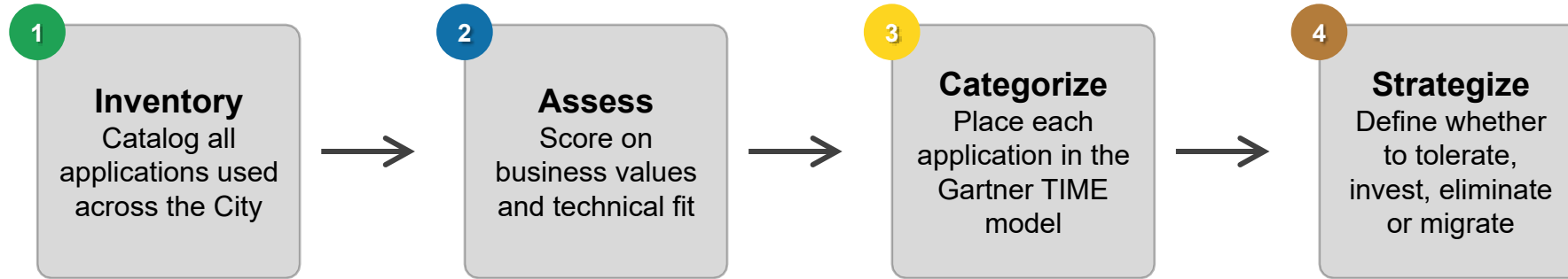
Council asked staff to

- Evaluate existing enterprise software
- Compare with the market for features, efficiencies, maturity, interoperability, robustness, and support
- Explore technologies that improve city operations, planning and collaboration
- Create a long-term plan for operational needs and software deficiencies

Today's purpose

- Present the long-term software strategy
- Show where the biggest operational gaps are
- Explain why EAM rises to the top
- Seek guidance on pursuing EAM in FY27

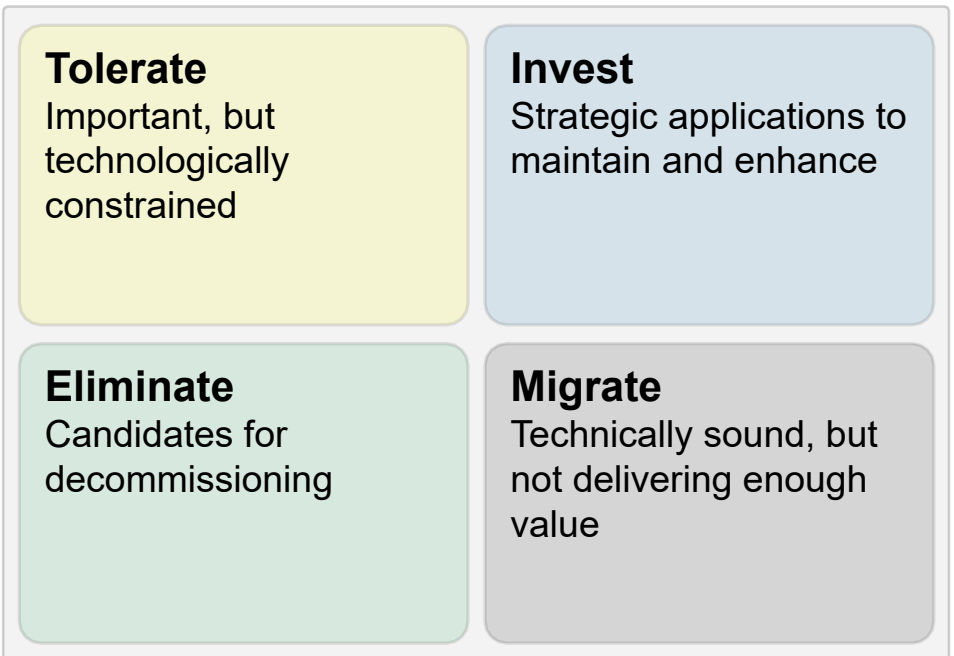
How the Plan Was Built



What we did

- Inventoried City software platforms
- Evaluated operational gaps, inefficiencies, and manual workarounds
- Performed a first-pass ranking of inventoried platforms
- Assessed alignment with operational risk and long-term planning
- Aligning with Application Portfolio Management (APM) framework

Gartner TIME Model



Guiding Principles

Consolidate First

Before acquiring a new application, the City will first look to leverage existing enterprise platforms. This principle favors consolidating functionality to reduce software duplication, minimize the total cost of ownership, lower the support burden on IT, and create a more seamless user experience.

Data as a Strategic Asset

Data is a critical City asset that must be managed accordingly. Applications will be evaluated on their ability to integrate, share data, and contribute to a "single source of truth." We will prioritize solutions that break down data silos and make information readily available for comprehensive reporting and analytics.

Cloud Appropriate

The City will favor modern, secure, cloud-based solutions (SaaS) where they provide clear value in terms of scalability, accessibility, and vendor-managed maintenance. The appropriateness of a cloud solution will always be weighed against security, integration, data ownership, and long-term cost considerations.

User-Centric Design

Technology must serve the needs of its users, both City staff and the public. We will prioritize applications that are intuitive, reduce manual effort, and demonstrably improve workflows. The goal is to implement solutions that are adopted easily and empower users to perform their duties more effectively.

Fragmentation is the Biggest Problem

Across the portfolio, the biggest efficiency losses come from disconnected systems, spreadsheets, and manual workarounds.

Work Orders

Decentralized across Salesforce, specialized tools, paper, and department-specific methods.

Asset Tracking

Many assets are still tracked in standalone spreadsheets with no central registry.

Inventory

Parts and supplies are spread across local spreadsheets and siloed departmental applications.

Performance Reporting

KPI and dashboard work depends on manual extraction from disconnected systems.

Risk Assessment Verifies Our Findings

ASSET MANAGEMENT

Plante Moran ranked Asset Management as one of the City's five highest residual risks - second overall in the report's executive summary.

Risk detail in the report:

“Inadequate management, tracking, maintenance, or safeguarding of City-owned assets and infrastructure ... leads to loss, misuse, or service disruption.”

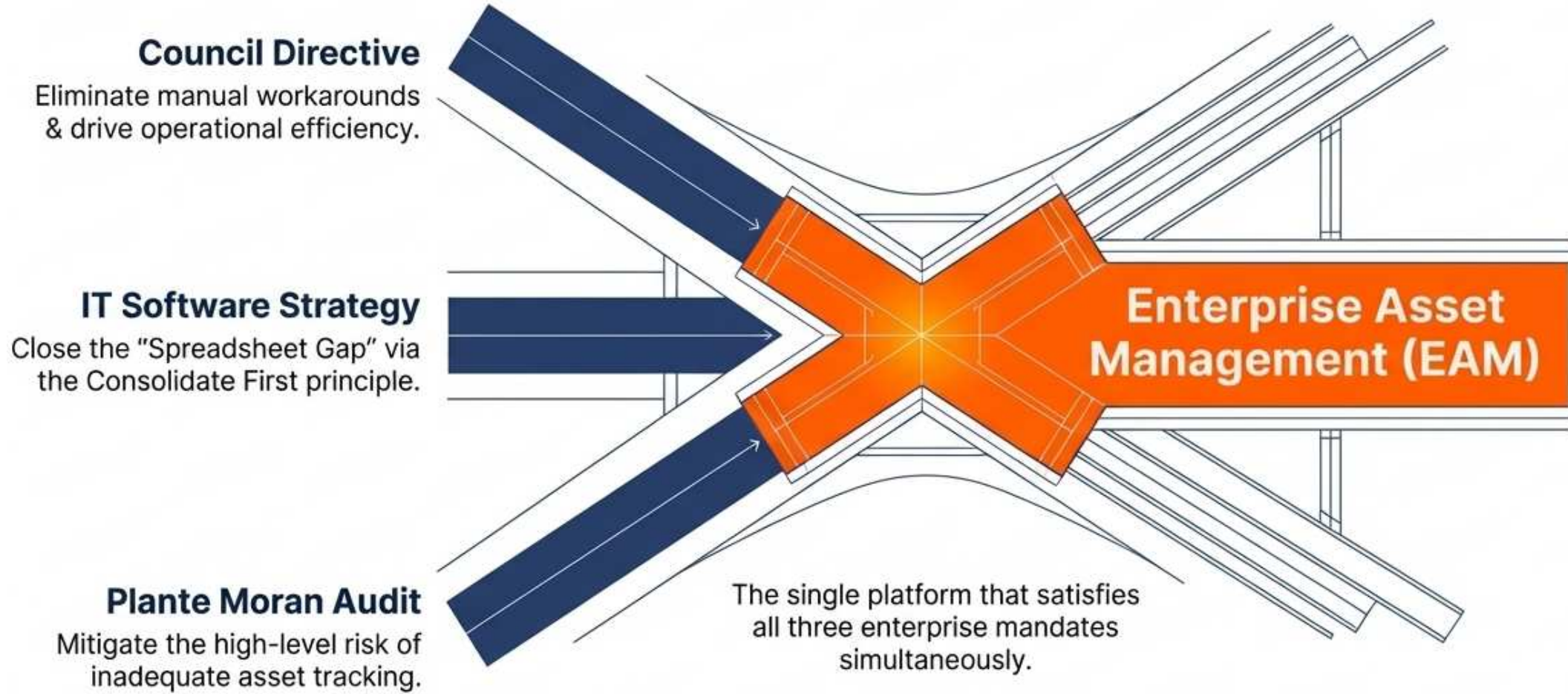
This is why the software strategy does not stop at governance; it leads to a platform recommendation.



Top risks

#	Risk title	Risk description	Why it is a top risk	Key mitigating activities
1	Political Climate	Shifts in leadership or policy priorities disrupt strategic initiatives or funding.	<ol style="list-style-type: none"> 1. Strategic project reprioritization and delays create challenges for staff engagement and morale. 2. Tensions and uncertainty regarding the current political climate. 	<ol style="list-style-type: none"> 1. Citizen input is gathered via surveys and town halls to align priorities with community values. 2. The Strategic Action Plan Dashboard tracks progress toward key priorities.
2	Asset Management	Inadequate management, tracking, maintenance, or safeguarding of City-owned assets and infrastructure.	<ol style="list-style-type: none"> 1. Aging infrastructure 2. Rapid growth 3. Reactive maintenance 4. Capacity constraints 	<ol style="list-style-type: none"> 1. Departments perform routine maintenance and use data to monitor asset health and prevent failures. 2. Long-term plans and dedicated funds guide capital investment decisions.
3	Public Services	Inability to meet service expectations for residents, businesses, and visitors.	Gaps between community expectations and operational realities create challenges.	<ol style="list-style-type: none"> 1. Departments use Palm Coast Connect and CD Plus to track and respond to citizen inquiries and issues. 2. Investments in crews, tools, and field tech have boosted service response.

Why EAM?



How an EAM Platform Reduces the Asset Management Risk

The software strategy describes the operational response to the risk identified in the risk assessment.

Current Risk State	EAM Response
No single, authoritative asset registry	Central asset record with location, condition and lifecycle history
Reactive maintenance and limited visibility	Preventive maintenance schedules and better planning of replacements
Disconnected work orders, parts, and asset history	Linked labor, parts, work orders, and asset condition in one workflow
Manual reporting and hard-to-assemble performance data	Real-time dashboards, auditable history, and easier management reporting

Data Ownership
 An EAM platform becomes the operational hub where Munis remains the financial system of record and Palm Coast Connect remains the system of resident engagement.

What the City gets
 Better asset visibility, fewer manual handoffs, stronger planning discipline, and clearer accountability for maintenance and service levels.

Why this matters
 The report links aging infrastructure, rapid growth, reactive maintenance, and capacity constraints to the Asset Management risk.

EAM Impact for FY27

14 RFI responses received.

Responses included OpenGov, AssetWorks, Cityworks, KloudGin, CivicPlus, CentralSquare, MaintStar, VUEWorks, HxGN and others.

Observed in the market

Implementation:
\$65k to \$350k+

Annual recurring:
\$35k to \$315k+

Year 1 planning placeholder

\$450,000

Implementation, configuration, data cleanup, integration work, training, and year-one SaaS.

Recurring annual placeholder

\$150,000

Starting in FY28 for subscription, integration and support, and premium support / updates.

Why this amount?

The year 1 cost is estimated based off 14 RFI responses we received. This estimate anticipates enterprise-scale needs : GIS-centric configuration, training, change management, and a licensing model that can support growth without punishing field adoption through per-user pricing.



Questions?