Office of Asset Management

Department Purpose

The Office of Asset Management (OAM) is responsible for the countywide implementation and maintenance of an Enterprise Asset Management (EAM) Program. The department coordinates efforts to improve the effectiveness and efficiency of asset management through the entire asset life cycle. OAM is responsible for administering the EAM Program, centralizing efforts in methodologies, maintaining systems/databases, providing enterprise-level analysis, optimizing energy usage, and asset life-cycle engineering. The EAM Program strives to transform the organizational culture into one that fosters process consistency and efficiency, data transparency, collaboration, and continuous improvement.

Executive Summary

Office of Asset Management (OAM) completed its FY20 annual reports and collected data that will be critical in establishing data baselines and developing key performance indicators that will gauge the effectiveness of Enterprise Asset Management (EAM) Program and the efficiency of asset management in supported departments. OAM is currently working closely with the Office of Management and Budget to establish key performance indicators in FY21 that will provide meaningful data. Data from future annual reports will be compared against baseline data and it is expected Pinellas County will see reduced costs, energy consumption, and increased asset efficiency countywide. OAM is on track to fully implement Pinellas County's EAM software, Cityworks, by March 2022, which is expected to increase productivity and improve asset efficiencies in the departments it supports.

Staffing Summary (FY18-FY22)

	FY18	FY19	FY20	FY21	FY22
FTE Count	0.00	9.00	7.00	6.00	6.25

Staffing Changes

- Addition of 0.25 FTE from FY21 Adopted Budget to FY22
    - Temporary 0.25 FTE to support the Cityworks (Enterprise Asset Management Program) end-user training
        - The position will be removed once the end-user training is completed
        - This temporary position will report to the Office of Asset Management, but is funded by the Cityworks implementation budget
- Reduction of 3.0 FTE from the FY19 to FY21 staffing level
    - 2.0 FTE were realigned to support Office of Technology and Innovation – Cityworks Administrators
    - 1.0 FTE was realigned to County Administration – Sustainability and Resiliency Coordinator

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Budget Summary

	FY19 Actual	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Request	Budget to Budget Change	Budget to Budget % Change
Personal Services	227,139	413,406	723,090	623,830	736,440	13,350	1.8%
Operating Expenses	119,662	23,736	72,160	34,340	26,090	(46,070)	-63.8%
Capital Outlay	50,478	0	0	0	8,380	8,380	100.0%
Total	**397,280**	**437,142**	**795,250**	**658,170**	**770,910**	**(24,340)**	**-3.1%**

Expenditures:

- FY22 Budget Request decreased $24,340 (-3.1%) compared to the FY21 Budget
    - Personal Services budget request increased by $13,350 (1.8%), which is attributed to inflationary increases
        - The Personal Services budget accounts for 95.5% of the department's FY22 Budget Request. Staff developed the following reports, which were signature milestones for Office of Asset Management (OAM) in FY20 and FY21 and will assist in future analysis of asset management efficiencies and conservation initiatives.
            - Asset management guidelines and templates were completed in FY21, which will allow for transparent communications for the Enterprise Asset Management (EAM) Program
            - On track to publish the Annual Cost of Asset Ownership and Asset Inventory Reports in FY21
                - The reports will allow the EAM Program to provide trending analysis data against FY20 baseline data
            - Expected to publish the Energy Use Report for EAM Program stakeholder departments in October 2021
                - The report allows OAM to showcase current energy consumption and conservation initiatives
    - Operating Expenses budget request decreased by $46,070 (-63.8%)
        - Training and education budget decreased by $23,950
            - The Asset Management Certificate Training was a one-time training in FY21, resulting in a reduction of $20,000
        - Reduced Travel and Per Diem budget by $9,700 with more training becoming available virtually
        - Removed non-recurring contractual services for temporary staff services of $8,000
    - Capital Outlay budget request increased by $8,380 for PC purchases per the Business Technology Services (BTS) PC replacement schedule

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Revenues:

- FY20 Expenditures in the amount of $433,430 will be distributed as intergovernmental charges in the FY22 Budget
  - Revenue (cost recovery) is deposited into the General Fund

Enterprise Asset Management Program Update:

- Since the last program update, the Enterprise Asset Management (EAM) Program has completed several key objectives:
  - Developed an Enterprise Asset Management System Framework.
  - Built an Asset Management Organizational Structure that is fully staffed (including over 1,100 Cityworks Users from five (5) departments).
  - Built a Comprehensive Asset Registry. Once Track 2 departments, which includes Solid Waste, Parks & Conservation Resources, and the Department of Administrative Services, are fully "live," over two million individual assets will be tracked from a centralized system.
- Currently, the EAM Program is focusing on several other key objectives:
  - Using geo-located activities functionality to improve work efficiencies
  - Using centralized and computerized material management functionalities to improve asset tracking from purchase to disposition.
  - Developing Criticality Scores for our assets. These scores allow us to better understand risk and prioritize maintenance operations and capital improvements.
- The work on the past and current EAM Program Objectives is preparing us to move towards future objectives:
  - Data-Driven Decision Models
  - Full Asset Life Cycle Optimization Strategies and Capital Planning
- Along with the EAM Program's strategic objectives, we are building new ways to measure ourselves and County improvements in these areas.
  - OAM is developing "Asset Inventory" and "Cost of Ownership" analyses that provide insights into overall asset management effectiveness and track improvements over time.

Related Supporting Detail:

- Attachment 1 – OAM Organization Chart
- Attachment 2 – OAM Budget Summary Report
- Attachment 3 – OAM Performance Dashboard