

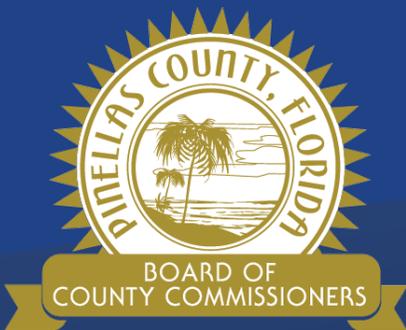
Pinellas County Office of Fleet and Asset Management



Office of Fleet & Asset Management

Robert Mills, Director

March 5, 2026



Our Vision: To Be the Standard for Public Service in America



Enterprise Asset Management Program



Life Cycle Management/Costs

Level of Service

Business Risk Exposure

Enterprise Asset

- **We leverage analytics to drive data-informed decisions that optimize service, cost, and risk across the full lifecycle of 618,000 infrastructure assets—proactively prioritizing rehabilitation and replacement before failures occur.**

Pinellas County's Enterprise Asset Management (EAM) Program



FY25-30 Pinellas County Strategic Plan

VISION

To Be the Standard for Public Service in America.

MISSION

Meeting the needs and concerns of the community today and tomorrow.

VALUES

- Put People First.
- Engage with Purpose.
- Focus on Results.
- Work Smart.
- Invest in our Employees.



A. D. No. 28
 Effective Date: 7/1/2017
 Review Date: County Administrator
 Approved: [Signature]

PINELLAS COUNTY ADMINISTRATIVE DIRECTIVE
ASSET MANAGEMENT

SUMMARY:
 Pinellas County will operate, preserve and invest in our physical assets in a manner that enables us to achieve alignment with our Strategic Plan in furtherance of our Vision to be the Standard for Public Service in America.
 Our Asset Management Guiding Principles will ensure alignment with the asset-specific Strategic Goal Areas defined in our Strategic Plan.

DOCUMENT:
 Asset Management Guiding Principles

Issued by:
 County Administration



OFFICE OF ASSET MANAGEMENT
ENTERPRISE ASSET MANAGEMENT PROGRAM
2022 STRATEGIES AND OBJECTIVES UPDATE

Version Control

| VERSION | PUBLISHED DATE | NOTES |
|---------|----------------|-------------------|
| 1 | 01/01/2022 | First Publication |

Document Approval

| COORDINATION COMMITTEE REPRESENTATIVE | NAME | SIGNATURE | DATE |
|---------------------------------------|-----------------|-------------|-----------|
| Business and Technology Services | Bill-Hub Wagner | [Signature] | 1/17/2022 |
| County Administration | Jill Sheehard | [Signature] | |
| Department of Administrative Services | Jill Lane | [Signature] | |
| Office of Asset Management | Jeremy Strang | [Signature] | |
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| Utilities Department | Megan Hess | [Signature] | |

Prior to the EAM Program, work management was the primary operational discipline of the County. Work Management focuses on planning, scheduling, executing, and tracking the tasks needed in response to services delivered by assets.

The Enterprise **Asset Management** Program implements a discipline aligned with the County's Strategic Plan that focuses on maximizing the value, performance, and longevity of assets over their entire life cycle.

They are complementary in that **Asset Management** is about making the right decisions at the right time for assets throughout their life cycle and work management is about getting the right work done.

Alignment of Asset Management Priorities – ISO 55001

Countywide Asset Inventory

- **214 Asset Classes** comprising over **1.4 million individual assets** have been catalogued in the AMS.
- **Strategic assets** represent the foundation of the County's infrastructure portfolio and are prioritized for capital investment and lifecycle management.
- Operational departments have identified **104 asset classes (618,200 assets)** as *strategic*—those essential to sustaining core service delivery.

3.4.3 Alignment Throughout the Organization

- Good asset management creates clear connectivity between the organization's desired outcomes, purpose, strategies and plans, which are delivered by its staff (and partners / outsourced activities). This **vertical alignment** enables everybody to understand how they contribute to achieving success.
- But there needs also to be **horizontal alignment** of all departments, professions, and specialists across the value chain, which addresses the well-known problem of silos. **The leaders and management systems of the organization need to be vigilant for problems arising from misalignment.**

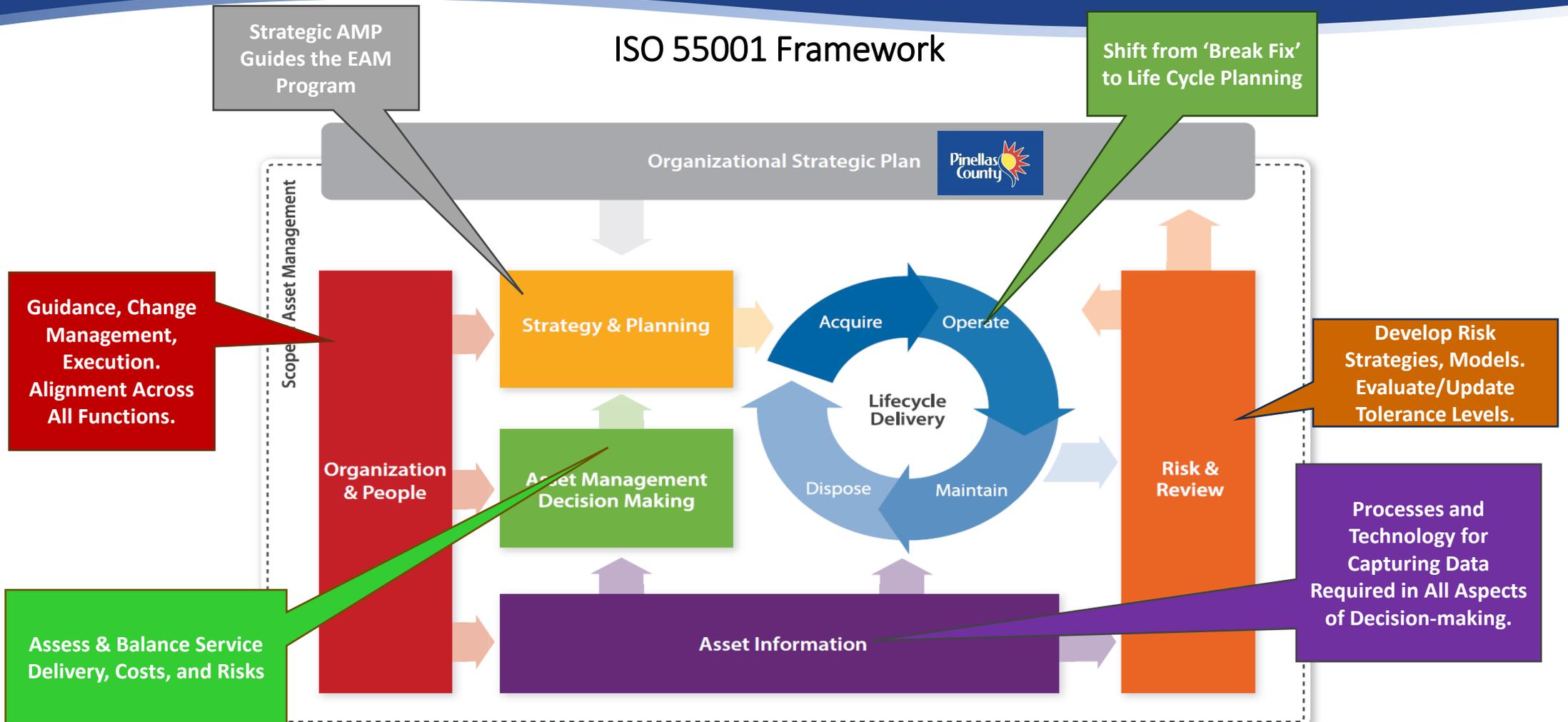


An Anatomy of Asset Management,

The Institute of Asset Management

Our Vision: To Be the Standard for Public Service in America

Enterprise Asset Management Program Administration



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EAM Asset Ownership



Accountable for ensuring that assets deliver the intended service safely, reliably, and cost-effectively over their full life cycle.

- Establishes levels of service (performance, reliability, safety)
- Maintains an accurate asset inventory
- Develops and executes Asset Management Plans
- Forecasts renewal and replacement needs
- Identifies and prioritizes high-risk assets
- Aligns budgets with asset needs
- Maintains regulatory compliance

Fleet & Asset Management Department



Asset Management

- Administers Enterprise Asset Management Program

Fleet Management

- Applies Asset Management in Maintaining BCC Fleet



Service provider and partner to the 5 Asset Operating Departments, enabling informed replacement decisions.

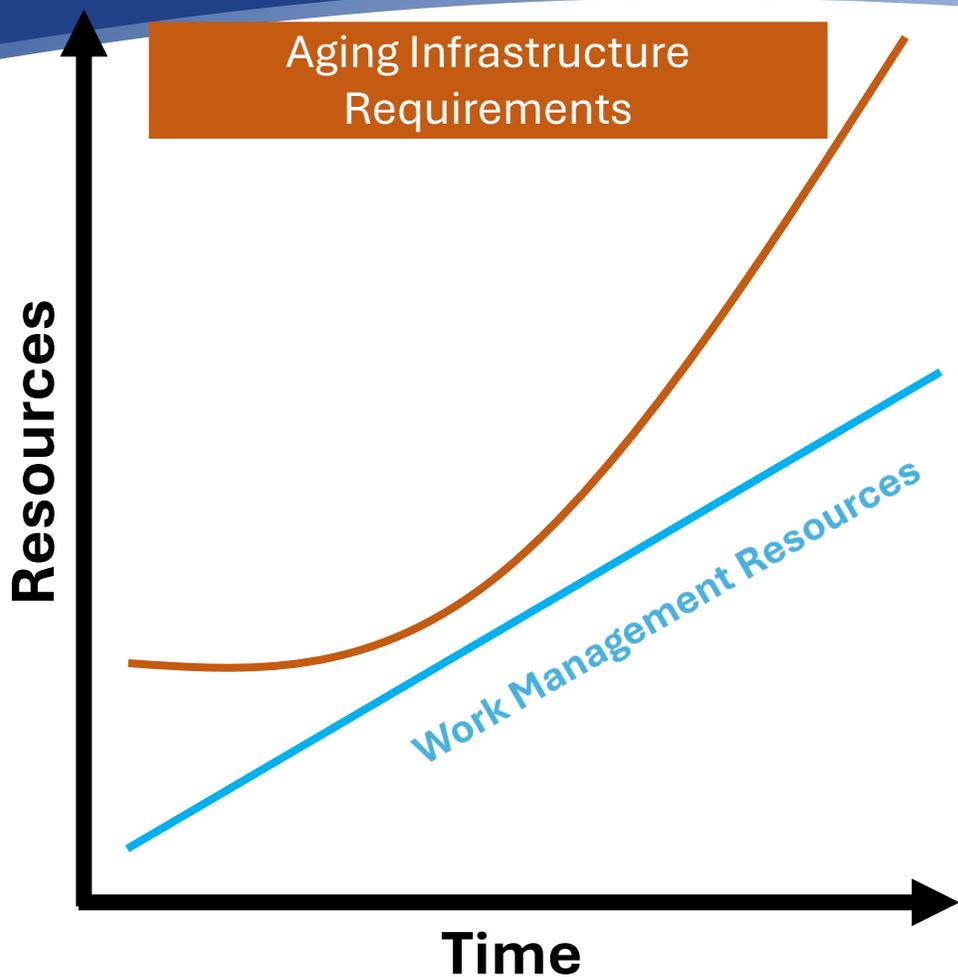
- Provides consistent methodology across all departments
- Performs EAM Program analytics & reporting to support departmental decisions
- Ensures cross-department visibility and transparency
- Coordinates training, technology requirements, and standards
- Maintains guidance documents used by all departments
- Facilitates operational and executive meetings
- Supports departments in capital project decision-making
- Maintains the Strategic Asset Management Plan to align department actions

EAM Program Administration



- EAM Administration provides strategic, risk-based support to all departments
- Partnership model ensures departments focus on operations
- Enterprise-wide transparency and metrics enable better decisions
- Current model remains most cost-effective and risk-conscious approach

Past Asset Management vs Current



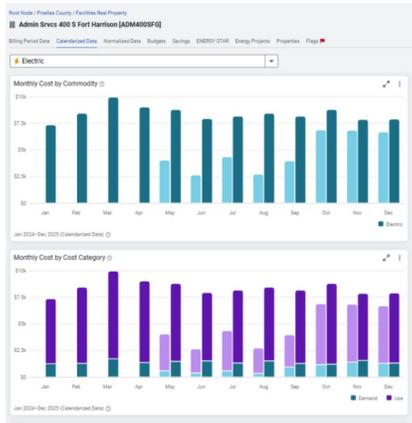
Pinellas County Past 3 Fiscal Years



Benefits of an Enterprise Asset Management

- Extended asset life and performance at the lowest life-cycle cost
- Continuous and consistent delivery of established levels of service
- Provides for informed decision making to balance risk and cost
- Data-driven results to perform planned maintenance or replacement right before failure
- Long-term planning and funding forecasting to replace assets
- Captures institutional legacy knowledge
- Increased transparency around expenditure and investment decisions
- Consistent management processes and practices across the enterprise (ISO 55001)
- Creation of an ongoing story about the organization's assets

Pinellas County's Energy and Water Conservation Program



- Track, benchmark and analyze energy and water use trends for all county assets, identifying opportunities for improvements in energy efficiency, and utilizing data to project annual energy expenses to assist business units in planning operational budget
- Provide Enterprise-wide energy budgeting. Energy expenditures for the County owned assets totaled nearly \$21 million in 2024 and are projected to exceed \$23 million by the close of 2026. The Energy and Water Conservation Program Coordinator was created to better understand and mitigate the impacts of rising energy and water costs associated with County operations.
- Serve as County liaison with Duke Energy, TECO, and Withlacoochee River Electric Cooperative to ensure strong coordination around account, meter questions, tariff rate changes, and fully capitalize on energy audit and rebate opportunities.



Fleet Management



- **Later this year, a comprehensive review of Fleet Operations will be completed to assess performance, efficiency, and opportunities for improvement.**



Thank You



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