The Office of Fleet and Asset Management

The Office of Fleet and Asset Management consists of four integrated programs: the Energy and Water Conservation Program, the Resiliency Program, the Asset Management Program, and the Fleet Division. Established in 2018, the Office has evolved significantly, leveraging the natural synergies among these functions to build a coordinated, enterprise-focused operation that supports efficient resource management and long-term organizational sustainability. This report will cover the Asset Management, Energy and Water, and Resiliency Program.

Enterprise Asset Management Program

The **Enterprise Asset Management (EAM) Program** represents a strategic cornerstone initiative for Pinellas County, designed to modernize and optimize the management of its extensive infrastructure portfolio, shifting the organization from a traditional 'Work Management' culture to one that realizes benefits from a more strategic Asset Management approach Established under the authority of the Board of County Commissioners (BCC), the EAM Program provides a unified, data-driven framework aligned with **ISO 55001 international standards** for infrastructure asset management.

Prior to its inception, individual County departments operated largely in silos, each maintaining independent asset inventories and management practices. In some cases, the inventory was non-existent. The EAM Program was introduced to address these inefficiencies through a **centralized, enterprise-wide approach**—one that integrates technology, policy, and data analytics to support informed decision-making and long-term fiscal stewardship.

The transition from a reactive, break-fix maintenance culture to a proactive, life-cycle management model is a transformative step in how Pinellas County approaches infrastructure asset management. This program not only enhances operational efficiency but also strengthens the County's capacity to mitigate risks, extend asset life, and ensure sustainable service delivery for future generations.

The table below presents Asset Management and Resiliency FY 2024 and FY 2025 Budget-to-Actual expenditures, providing a comparative view of planned versus realized spending across fiscal years. The programs are managed through two distinct cost centers, with a combined annual operating budget.

Staffing levels for the programs include **seven budgeted full-time equivalent (FTE) positions.** Expenditures reflected in this summary align with approved staffing authorizations and operational requirements, offering transparency into cost drivers and overall fiscal performance.

	Program	Budget FY24	Actual FY 24	Budget FY25	Actual FY 25	Budget FY 26
441010	1761-Asset Management	$ 876,600	$ 908,996	$ 768,810	$ 715,672	$ 783,510
	1762- Resiliency	$ 212,250	$ 23,295	$ 315,380	$ 194,085	$ 306,780
	FTE			7		7	7
	Total	$ 1,088,850	$ 932,291	$ 1,084,190	$ 909,757	$ 1,090,290

Program Overview

In 2018, the Board of County Commissioners approved funding to establish the Enterprise Asset Management (EAM) Program, recognizing the strategic necessity of improving infrastructure oversight and performance. This decision led to the creation of the **Office of Asset Management**, staffed with certified professionals tasked with administering and advancing the program in alignment with the **ISO 55001 Framework** and the **Pinellas County Strategic Plan**.

The **EAM Program's mission** is to institutionalize consistent asset management practices across all County departments by **integrating standardized processes, technology, and governance**.

The program's core responsibilities include:

- **Program Administration and Technology Support**: Overseeing implementation and maintenance of the County's enterprise asset management systems and associated technologies.).

- **Review of Asset Management Plans (AMPs)**: Ensuring departmental AMPs conform to County standards, including Level of Service, Life Cycle Management, and Business Risk Exposure criteria.

- **Process and Procedure Development**: Collaborating with operational departments to establish, maintain, and update asset management guidance and procedural frameworks. Core documents include:

    o EAM Global Business Process and Operations

    o Inventory Management

    o Asset Management Plan (AMP)

    o Asset Condition Assessment

    o Asset Attribute Importance

    o Asset Level of Service

    o Asset Lifecycle Costing

    o Asset Data Quality

    o Business Risk Exposure (BRE) Framework

- **Enterprise Process Coordination**: Leading cross-departmental efforts to develop and refine global workflows through a collaborative enterprise approach.

- **Data Analytics and Reporting**: Enhancing asset data analytics, reporting capabilities, and performance metrics to support data-driven decision-making.

- **ISO 55001 Alignment**: Producing enterprise-level reports on the condition and performance of County assets, ensuring continuous alignment with ISO 55001 standards.

- **Innovation and Integration**: Promoting innovative asset management practices and coordinating integration with related programs such as Energy and Water Conservation.

This strategic approach enables the County to transition from short-term maintenance cycles to **a culture of continuous improvement**, where decisions are informed by reliable data and aligned with broader strategic objectives. The benefits realized through this model—enhanced efficiency, **transparency**, and accountability—are designed to be enduring and cumulative.

Program Framework and Cornerstones - Establishing Strategic Alignment

The Enterprise Asset Management (EAM) Program was purposefully structured to align with the County's **Strategic Plan**, **Asset Management Administrative Directive 2-8**, and the broader **Asset Management Strategies and Objectives** that guide each operational department. This alignment ensures that investment, process, and operational decisions related to County assets supports long-term sustainability and service delivery commitments.

Prior to Fiscal Year 2022, more than 40 County divisions, representing over 1,300 staff members, maintained **independent asset inventories** and **disparate work management systems**. This fragmented structure limited the County's ability to share data, coordinate resources, and optimize asset performance. The EAM Program was established to unify these practices under a common governance model and technological platform.

Cornerstones of the EAM Program

The EAM Program is built upon several foundational pillars that collectively promote consistency, transparency, and efficiency across all asset-owning departments.

1. Shared Asset Inventory

Through the implementation of **Cityworks (GIS)**, the County now maintains a comprehensive, centralized record of all infrastructure assets owned by departments such as Parks & Conservation Resources, Construction & Property Management, Economic Development (STAR Center), Public Works, Solid Waste, and Utilities.
This single source of truth enhances **transparency, accountability, and operational efficiency**.

2. Consistent Global Guidance and Workflows

Standardized business processes have been adopted enterprise-wide to ensure uniformity across asset classes and departments. These processes foster a **shared language for asset management reporting**, promote **operational discipline**, and are continuously refined through a **formalized Continuous Improvement Process** to remain adaptive and relevant.

3. Strategic Asset Management Plan (SAMP)

The **SAMP**, administered by the EAM Program, serves as the County's guiding document for integrating asset management principles with broader strategic objectives. It is directed by the **EAM Program Coordination Committee**, which includes seven Department Directors, two Assistant County Administrators, and the Chief Technology Officer. The SAMP ensures that departmental asset management initiatives are synchronized with County-wide goals and performance standards.

4. Asset Management Plans (AMPs)

Each operational department develops **Asset Management Plans** to define how its physical assets are managed throughout their entire lifecycle—from acquisition to decommissioning. These plans ensure that service delivery remains cost-effective, sustainable, and aligned with the County's established levels of service.

5. Balanced Optimization

The EAM Program applies a **balanced approach** that considers cost, risk, and performance to optimize the overall value of County assets. For example, while higher short-term maintenance investments may increase immediate expenditures, they often reduce long-term risks and extend asset lifespan—improving total value realization over time.

6. Data-Driven Capital Improvement Decisions

The EAM Program is developing methodologies to utilize **timely, high-quality data** in support of **capital investment decisions**. This ensures that funding allocations are based on quantifiable asset performance data and risk exposure rather than reactive needs.

7. Lifecycle Management

Lifecycle management remains a central tenet of the EAM Program. Each asset's performance is evaluated from initial planning and acquisition through operation, maintenance, and eventual decommissioning. This **"cradle-to-grave"** perspective allows for comprehensive financial forecasting and decision-making that accounts for total ownership cost, including energy consumption, maintenance, and end-of-life considerations.

Key Insights from Asset Data and Performance Metrics

"What We Now Know That We Didn't Know Before"

The implementation of the **Enterprise Asset Management System (AMS)** has provided the County with an unprecedented level of visibility into its infrastructure portfolio. For the first time, leadership has access to comprehensive, standardized data that enables strategic decision-making regarding asset condition, performance, and investment priorities.

The following metrics, compiled by the **Office of Asset Management**, summarize the current state of the County's strategic asset base.

Countywide Asset Inventory

- **217 Asset Classes** comprising over **1.4 million individual assets,** have been catalogued in the AMS.

- Of these, operational departments have identified **104 asset classes (618,000 assets)** as *strategic*—those essential to sustaining core service delivery.

- **Strategic assets** represent the foundation of the County's infrastructure portfolio and are prioritized for capital investment and lifecycle management.

Age and Condition Profile

- Approximately **50% of all strategic assets** were acquired prior to **1990 (28%)** or have **unknown acquisition dates (22%)**.

- The **expected service life** of County assets ranges from approximately **10 to 75 years**, depending on asset class and function.

- Of the 618,000 strategic assets, **433,000 (70%)** currently have a recorded **Condition Rating**. Among these:

  - **96% (416,000 assets)** are rated *Very Good, Good, or Fair*.

  - **4% (17,000 assets)** are rated ***Poor, Failed, or Unknown***.

This data highlights both the County's substantial progress in asset assessment and the need for continued focus on aging infrastructure and data completeness. Action plans for improvement are identified and tracked through a **collaborative effort within the EAM Program.**

Replacement Value and Financial Exposure

- Despite known gaps in Data Quality, the EAM Program <u>estimates</u> the **total replacement value** of all strategic assets significantly **more than $14 billion**.

- Recorded **annual maintenance costs** for Fiscal Years **2023–2025** average **$119 million**, representing **less than 1% of total replacement value**. *Note: Leading municipalities typically invest 2-4% of asset replacement value annually in preventive maintenance, achieving superior long-term outcomes compared to those spending 1-2% and experiencing frequent emergency repairs (Oxmaint, August 2025)*

These figures underscore the importance of ongoing investment in asset condition assessment, data quality improvement, and lifecycle cost forecasting to inform budgetary planning.

Service Delivery and Risk Indicators

- The County's **Technical Level of Service** indicator shows that **58%** of strategic asset classes are trending toward potential **service delivery challenges** if mitigations are not implemented in a timely manner.

- **Business Risk Exposure (BRE)** scores have been assigned to **85%** of strategic assets.

  - Of these, **8,728 assets across 38 asset classes** are designated as *critical*—where asset failure is deemed *"not an option."*

These metrics enable leadership to proactively prioritize investments in critical infrastructure and reduce operational risk.

Data Quality and Program Maturity

- The current **EAM Data Quality Metric** stands at **68%** (of a 100% target).

  - Ongoing initiatives are focused on improving data **completeness, consistency, uniqueness,** and **timeliness**.

- Departmental understanding and adoption of the **ISO 55001 Framework** has reached **53%**, a **13% improvement** since FY2022.

- **49%** of the strategic actions outlined in the **Strategic Asset Management Plan (SAMP)** have been completed, with a full review and revision scheduled for **FY2026**

These findings reflect measurable progress in establishing a culture of **evidence-based asset management**. The County now possesses the analytical foundation to make informed decisions about infrastructure investment, risk mitigation, and long-term sustainability. Continued commitment to data integrity, staff competency, and process standardization will be critical to realizing the full potential of the EAM Program.

Historical Evolution of the Enterprise Asset Management Program

Early Foundations (2008–2012)

The origins of the **Enterprise Asset Management (EAM) Program** trace back to 2008, when **Pinellas County Utilities** identified the need to upgrade its **Computerized Maintenance Management System (CMMS), Maximo**. However, the global economic downturn that followed placed significant constraints on discretionary spending, delaying the upgrade.

By 2012, the need for a modernized system had become more urgent. The County began pursuing a **comprehensive, enterprise-level solution**—one that could serve all departments, not just Utilities. This initiative marked the first step toward what would later evolve into the County's EAM Program.

An "Enterprise Team" was formed, consisting of representatives from **Utilities**, **Parks and Conservation Resources**, **Real Estate Management**, **Solid Waste** and **Public Works**. The team

collaborated to develop a Request for Proposal (RFP) for a shared enterprise asset management system. During this formative process, a long-serving County employee—who would later become the **EAM Implementation Project Sponsor**—observed that without a formalized program to guide the strategic use of the system, the County risked replicating its existing inefficiencies under a new technological framework.

That insight marked the **conceptual birth of the EAM Program**—a realization that asset management is fundamentally an enterprise governance discipline, not merely a technology project.

Program Development and Strategic Formation (2016–2018)

Following an extensive vendor evaluation process and multiple presentations to the **Board of County Commissioners (BCC)**, it became clear that the initial vendor selection lacked the asset management expertise required to meet the County's long-term objectives. Consequently, a new vendor was engaged to support both system implementation and program development.

On **October 4, 2016**, the County formally **launched the EAM Program and Implementation Project**, setting in motion a transformative effort to embed structured asset management across all operational departments.

Under the leadership of **County Administration**, **Department Directors**, and the **EAM Project Team**, the program's foundational framework was developed over a seven-month period. Guided by the **ISO 55001 Framework for Asset Management**, senior staff were trained in its core principles—emphasizing accountability, lifecycle management, and continuous improvement.

Several key milestones were achieved during this phase:

- The creation and adoption of an **Asset Management Policy** aligned with the County's Strategic Plan, formally issued as **Administrative Directive 2-8**.

- Development of the **Strategic Asset Management Plan (SAMP), Version 1**, establishing the strategic roadmap for County-wide asset governance.

- Formulation of an **Organization and People Plan** to sustain the program's long-term success.
    - This plan was adopted by the **Board of County Commissioners** as part of the **FY2019 Budget**.

- It established a **hybrid organizational model**, combining centralized enterprise services with department-level ownership of asset management execution.

This structure promoted a culture of **Accountability, Consistency, Continuous Improvement, and Transparency** within the Office of Asset Management, while empowering departments to lead in **Collaboration, Responsiveness, and Ownership** of their respective asset portfolios.

Implementation and Enterprise Integration (2018–2022)

Over the next five years, the EAM Program evolved from concept to enterprise capability. The implementation phase involved:

- **42 operational divisions** and over **1,300 staff members**.

- **612 workshops** and **2,283 project tasks** executed over **63 months**.

By the **second quarter of Fiscal Year 2022**, the County successfully completed the **technology implementation phase**, achieving full operational integration of its enterprise asset management system.

This milestone represented not only the completion of a technology project, but also the **institutionalization of a County-wide asset management culture**—one centered on shared data, standardized processes, and strategic decision-making.

Program Maturity and Continuous Advancement (2022–2025)

Fiscal Year 2025 marks the completion of **three full fiscal years** with all asset-owning departments actively participating in the EAM Program. Over this period, the County has moved decisively from fragmented asset oversight toward a **cohesive, evidence-based governance model**.

An example of this is the EAM Program's Guidance on Business Risk Exposure (BRE) that resulted in the prioritization of Capital Funds for County Roofs.

Asset ID	Section	Location	LoF Score	CoF Score	BRE
LEVEL-1229	DET	DET - DT A Wing - Roof	4.2	4.6	19.32
LEVEL-1234	DET	DET - DT C Wing - Roof	4.2	4.6	19.32
LEVEL-1474	MID	MID - UTIL - FIELD SERVICES ADMIN BLDG - Roof	4.6	4.2	19.32
LEVEL-1039	MID	MID - Medical Examiner - Main Roof	4.2	4.6	19.32
LEVEL-1056	SEC	SEC - County Justice Center - Main Roof	3.8	5	19
LEVEL-2504	DET	DET - DT Infrastructure Bldg - AHU Roof	4.4	4.2	18.48
LEVEL-1076	NW	NW - Bldg 1 ERB - Upper Main Roof	3.8	4.8	18.24
LEVEL-1187	DET	DET - DT Central Division - Main Roof	3.8	4.8	18.24
LEVEL-2361	SEC	SEC - County Justice Center - Public Defender Roof	3.8	4.8	18.24
LEVEL-1156	SES	SES - SCJC - Upper West Roof - Built-Up	4.2	4.2	17.64

Factor	Variable	Rationale	Weight
Consequence of Failure	Facility Use Type (Emergency Ops, Administration, etc.)	Impact to Critical Operations is Unacceptable	80%
	Size of Roof Asset (sq. ft.)	Associated Costs Increase as Roof Area Increases	20%
Likelihood of Failure	Current Condition	Poorer Conditions Increase Probability of Failure	80%
	Age of Roof	Failure Probability Can Increase as Life Expectancy Decreases	20%

The EAM Program now serves as a **strategic enabler**—providing leadership with the insights, frameworks, and analytical tools needed to sustain financial stability, operational reliability, and long-term public value.

Ongoing Governance and Collaboration

The EAM Program operates through a **structured governance model** designed to maintain alignment across departments and sustain momentum toward continuous improvement.

- **EAM Program Administration (Bi-Weekly):**
  Working-level asset management staff convene to address operational issues, process enhancements, and technology improvements that advance actions outlined in the **EAM Strategies and Objectives**.

- **EAM Program Coordination Committee (Quarterly):**
  Composed of executive sponsors—including department directors, assistant county administrators, and the Chief Technology Officer—this committee formally reviews the performance of the County's strategic asset portfolio and provides strategic oversight.

- **EAM Program Training:**
  The Office of Asset Management is developing **self-paced online training modules**
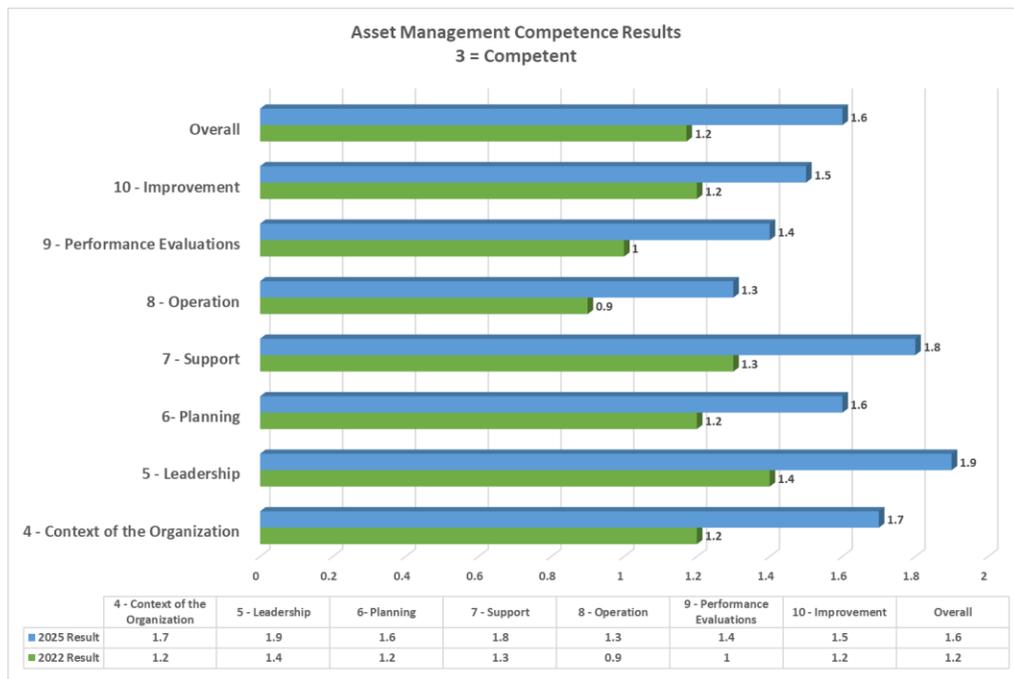
covering the EAM framework, Cityworks system usage, and ISO 55001 principles to promote consistency and knowledge retention.

Future Initiatives and Strategic Priorities

The EAM Program's forward-looking agenda focuses on **advancing enterprise maturity**, data quality, and capital planning integration:

- **Competence Management:**
  Deploy the **FY2028 Asset Management Maturity Self-Assessment** to measure organizational progress and identify areas for targeted development.

ISO Chapter	ISO Section
4 - Context of the Organization	4.1 - Understanding Your Department's Asset Management Structure
	4.2 - Understanding the Needs and Expectations of Stakeholders
	4.3 - Determining the Scope of the Asset Management System
	4.4 - Asset Management System
5 - Leadership	5.1 - Leadership and Commitment
	5.3 - Organizational Roles, Responsibilities, and Authorities
6- Planning	6.1 - Addressing Risks and Opportunities for the AM System
	6.2 - Asset Management Objectives
7 - Support	7.1 - Resources
	7.2 - Competence
	7.3 - Awareness
	7.4 - Communication
	7.5 - Information Requirements
	7.6 - Documenting Information
8 - Operation	8.1 - Operational Planning and Control
	8.2 - Management of Change
	8.3 - Outsourcing
9 - Performance Evaluations	9.1 - Monitoring, Measurement, and Analysis
	9.2 - Internal Audits
	9.3 - Management Review
10 - Improvement	10.1 - Nonconformity and Corrective Actions
	10.2 - Preventative Action
	10.3 - Continual improvement

Asset Management Competence Results
3 = Competent

	4 - Context of the Organization	5 - Leadership	6- Planning	7 - Support	8 - Operation	9 - Performance Evaluations	10 - Improvement	Overall
2025 Result	1.7	1.9	1.6	1.8	1.3	1.4	1.5	1.6
2022 Result	1.2	1.4	1.2	1.3	0.9	1	1.2	1.2

To ensure long-term benefits realization, asset management competence must be deeply ingrained. After three fiscal years (FY2025 YE), the **County is slightly over 50% towards the goal of 3.**

- **Capital Improvement Decision-Making:**
  Collaborate with the **Office of Management and Budget (OMB)** to embed **asset life optimization, energy consumption analysis, and risk mitigation factors** into Capital Improvement Program (CIP) planning.
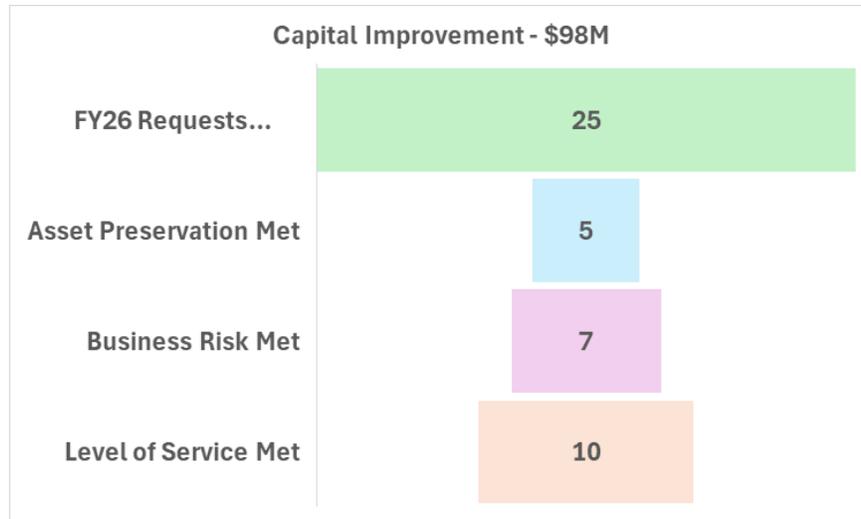
- **Program Compliance and Audit Tools:**
  Continue developing **asset management audit instruments** that enhance process efficiency, verify adherence to workflows, and support internal compliance evaluations. Through these ongoing efforts, the County reinforces its commitment to sustained excellence in infrastructure stewardship—ensuring that its assets are managed responsibly, strategically, and transparently for the benefit of current and future residents.

12
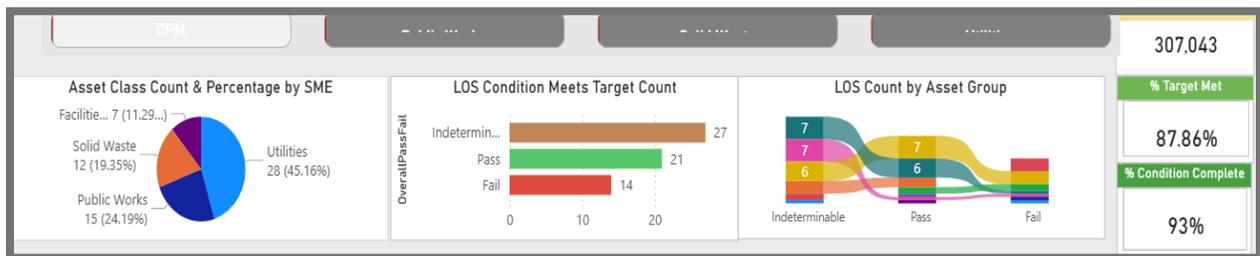
Continuous Improvement, Sustainable Value and Closing Perspective

The County's commitment to continuous improvement ensures that the EAM Program remains a **living framework**—one that evolves in response to changing technologies, fiscal realities, and service demands. The decision to institutionalize enterprise asset management was made with the understanding that the benefits realized through proactive asset governance would be **sustained indefinitely**, avoiding regression to reactive, fragmented management practices of the past.

Energy & Water Conservation Program

The Energy & Water Conservation Program supports the Pinellas County Strategic Plan by promoting energy and water conservation initiatives. It establishes the framework for the operational departments within Pinellas County to achieve energy and water consumption **reduction goals**. This program assists and recommends strategies for efficiencies countywide based on **technical energy/water consumption evaluations**. It is intended to collaboratively work with Departments to implement Administrative Directive 6-11, "Energy & Water Management", and work with County Administration to update this directive as appropriate.

Key responsibilities:

- 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.

- Drive collaboration with internal and external stakeholders to create and execute energy and water conservation strategies that reduce costs for the county.

- 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.

- Support County departments in identifying tools and technologies that assist in energy and water conservation.

- Identify and evaluate grant and alternative funding sources to support energy and water conservation projects.

- Cultivate a culture throughout County organizations that incorporates energy and water efficient designs and practices as a routine part of project planning and operations.

- 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**.**

Accomplishments:

- Established energy analytics database that will provide the County with insights into energy use trends and where the most strategic opportunities for energy cost savings are available

- Saved 22,043 kilowatt-hour(kWh)per year and $3,813 a year by converting the Urban Forestry fluorescent and high-pressure sodium bulbs to LED fixtures in 2024. This project was a direct result of the Duke Energy energy audit.

- Completed an LED conversion at the Pinellas County Detention Center, saving 503,556 kWh of electricity for 2026 year to date.

- Secured $38 in energy rebates from Duke Energy from 2024 to present.

- Received approval by Tampa Bay Waterwise to receive reimbursement for a portion of the costs of upgrading water fixtures at the Pinellas County Safe Harbor Facility to more water-efficient models. These water-efficient models will save over one million gallons of water per year and provide an annual cost savings of $11,700.

The Energy and Water Conservation program will soon be reviewing and approving energy invoices. This centralized function will allow for consistent review and approval. The program will utilize software to track usage and preemptively identify excessive energy/water usage.

The Resiliency Program

The program began in 2019 as the Sustainability and Resiliency Program. County leadership recognized that the organization was frequently reacting to challenges rather than proactively planning for them. To address this, leadership set a vision to adopt a forward-looking approach that balances current operational needs with long-term impacts. This evolution ultimately led to the development of today's Resiliency Program.

As the program evolved, several strategic adjustments were made. The program's priorities were adjusted to make Pinellas County more resilient to current vulnerabilities and future conditions. It became clear that the program was better aligned with Enterprise Asset Management and Energy & Water Conservation. The program's focus narrowed from "sustainability" to "**resilience**" to better reflect the County's priorities.

Beyond internal coordination, the Resilience Program actively engages with municipalities within Pinellas County and neighboring counties. These partnerships are designed to share expertise, align regional efforts, and collaborate on future resilience initiatives. In this way, the program functions as a bridge not only within County government but also between jurisdictions, strengthening regional resilience through intentional networking, cooperative efforts, and shared knowledge.

The Resilient Pinellas Plan is the cornerstone of the program. It connects departments and aligns their work toward shared resilience goals. Originally published in 2023, the plan reflected the strategic objectives of the program's early years. In 2025, the Board provided new direction for the Resilient Pinellas Plan. The plan was modified to be in **alignment** with the **Board's strategic priorities**.

Currently, new the updated Resilient Pinellas Plan shows five **completed** resilience initiatives, 34 initiatives on track, 20 initiatives revised to better reflect County resilience, and **11 initiatives removed** from the plan altogether. The plan now resides with the operating departments for execution.

The Resiliency Program is also developing a countywide Flood Mitigation Action Plan. This plan is due to be complete in Fall of 2026. The plan will collect more precise data to help County staff make Pinellas County more resilient to the increasing impacts of flooding. The data collected will also be used to educate residents about local flood risks and flood insurance.

As the program has **matured** and its foundational processes are now established, a dedicated Resiliency Program Coordinator is no longer necessary. Funding for the position will be returned to the General Fund, and the existing FTE will be strategically realigned within the County to support organizational needs. All **resiliency functions will remain in place** and will be fully integrated into departmental operations to ensure continuity and ongoing progress.