

Executive Summary

Intent	<p>This Executive Report is intended to provide a realistic roadmap for improving the City of Burlington’s Asset Management Program and to help the City practice sound stewardship of its infrastructure assets to ensure they are managed in a financially sustainable manner. Fundamental to this purpose is how best to integrate the City’s Capital Improvement Programming with asset management. The current Administration has prioritized reinvestment into the City’s aging and historically underinvested assets, and the best way to avoid such an intense period of large capital expenditures in the future is with a robust Asset Management Program.</p> <p>Barton & Loguidice contracted with the City of Burlington to perform an initial investigation to better understand the City’s current asset management practices, tools, resources, and data as a basis for an action plan to develop an Asset Management Plan that will endure. This Executive Report provides guidance on how to organize people, functions, and resources to build upon the City’s unique qualities and to achieve its asset management goals.</p> <p>This report summarizes recommendations for improving the City's practices for asset management, as they were evaluated in 2018. As the City continuously changes, new staff is added, the demands of the staff and infrastructure change, the City has to be open to changing itself and its structure. This report is designed to be amended, updated, and revised to meet the changes of a dynamic City.</p>
Summary of Recommendations	The lists below summarize short-term and long-term recommendations for the City to implement a City-wide asset management program. Further, details on many of these recommendations are described in later sections of this report.
Short-Term Recommendations (within next 1-year)	<ol style="list-style-type: none"><li data-bbox="423 1136 1377 1228">1. Maintain primary asset management functions within the Department of Public Works where the people closest to the majority of the City’s infrastructure assets lead the program.<li data-bbox="423 1241 1377 1333">2. Create and Capital & Asset Management Section under the DPW Technical Services Division inclusive of the asset management responsibilities and capital improvement planning.<li data-bbox="423 1346 1377 1438">3. Approve a reorganization memo that creates the new section, details its purpose, and identifies new resources and existing resources to be moved to the new section.<li data-bbox="423 1451 1377 1480">4. Hire a full-time Asset Management Administrator.<li data-bbox="423 1493 1377 1711">5. Establish an Asset Management Steering Committee with representation from all asset-intensive departments (DPW, Parks, IT, Mayor’s office, Clerk / Treasurer’s office, and Planning) to replace the existing Capital Committee and help guide the City’s asset management initiatives and provide direct lines of communication between the Capital and Asset Management Section and departments.<li data-bbox="423 1724 1377 1795">6. Establish asset management program metrics and benchmarks, measure and present metrics on a regular basis.<li data-bbox="423 1797 1377 1862">7. Conduct a facility functional assessment to determine the adequacy of the City’s buildings to house their intended function.

Long-Term
Recommendations (1 -
3 years)

8. Create asset management policy; establish performance objectives; ensure legislative requirements are met; support funding applications; evaluate cost/benefit of outsourcing. Procedures should include methodologies for conducting asset criticality analysis (risk), and the process to add projects to the CIP.
9. Implement a GIS centric computerized maintenance management software system to manage the City-wide asset management program.
 - a. Identify existing software applications used by departments that the CMMS software system will replace. This will be dependent upon the selected software package capabilities. The CMMS tool should support tactical, strategic, and operational asset management activities.
1. If necessary, add resources to the Innovation and Technology department to provide technical support for a City-wide computerized maintenance management software and GIS system.
2. Adjust staffing levels as appropriate for both Parks and Facility Maintenance to ensure adequate resources are available to maintain City facilities and grounds to appropriate condition levels and assist the City with obtaining the full value of its assets by performing proper maintenance.
3. Use BTVStat to monitor and continuously improve the City's asset management program.
4. Evaluation moving facility maintenance to the new Capital and Asset Management Section or another permanent and dedicated home within the city.
5. Develop a strong central GIS support service under the Innovation and Technology department with a full-time City-wide GIS coordinator.

Draft City Council Resolution Supporting Asset Management Program & Implementation
Sponsored by the CC Transportation Energy & Utilities Committee

Version: 12-16-19; Drafted by DPW

WHEREAS the City of Burlington manages more than \$500 million in property, infrastructure, facilities, vehicles and equipment assets according to the City's Preliminary Strategic Asset Management Plan completed in 2016; and

WHEREAS these assets are critical to the vitality and sustainability of our community; and

WHEREAS the American Public Works Association defines asset management as "a comprehensive and structured approach to the long-term management of assets as tools for the efficient and effective delivery of community benefits"; and

WHEREAS the City has long struggled to maintain its capital assets adequately; and

WHEREAS inadequate preventative maintenance activities lead to premature asset failure, reactive repair work, service disruptions, increased long-term costs, and frustrated constituents; and

WHEREAS City staff and policy makers seek to implement a robust, well-structured asset management program that will allow for defensible strategic decision making that maximizes the potential of the 10 Year Capital Plan; and

WHEREAS such a program will increase the overall sustainability of our infrastructure, improve customer satisfaction, reduce capital and operational costs; and

WHEREAS a 2019 Asset Management Program Development for the City of Burlington quantified the tangible organizational benefits of an advanced asset management program including a 20% savings in annual capital requirements, 5% savings by extending the lives of existing assets, 10% reduction in operation and maintenance costs through preventative maintenance, 5-10% savings on energy, lower borrowing costs, improved staff morale as well as intangible benefits; and

WHEREAS BTV Stat has laid an important foundation for a data-driven management approach that can further benefit from a data-driven asset management program; and

WHEREAS a 2016 Preliminary Strategic Asset Management Plan for the City of Burlington found that "Burlington is well-positioned to implement asset management [and] there is strong executive level support"; and

WHEREAS a 2019 Asset Management Program Development & Organizational Structure for the City of Burlington found that "This is a generational moment to create new synergies and break down silos."; and

WHEREAS the City Council has supported existing efforts including the hiring of an Asset Management Administrator to ensure the implementation and success of the following phases; and

WHEREAS a goal of the Phase II asset management implementation effort will be to procure a cross-departmental computerized asset management system that can manage work orders, customer inquiries, asset inventories, and preventative maintenance schedules for assets across the City; and

WHEREAS various General Fund, Special Revenue Fund, and Enterprise Fund budgets have included monies to continue asset management program development in FY20; and

WHEREAS asset management is a long-term commitment that requires ongoing human, programmatic and capital resources to succeed; and

WHEREAS the Transportation, Energy & Utilities Committee of the City Council unanimously approved forwarding this resolution to the full City Council at its January 6th, 2020 meeting;

NOW THEREFORE BE IT RESOLVED, the City Council strongly supports the development of an asset management program within City government to achieve more resilient and cost-effective municipal infrastructure; and

BE IT FURTHER RESOLVED, the City Council supports the Phase II asset management planning and implementation scope of work presented as part of this agenda item; and

BE IT FURTHER RESOLVED, the City Council directs the Transportation, Energy & Utilities Committee to lead the Council's engagement in this effort moving forward, including recommendations for future resourcing; and

BE IT FURTHER RESOLVED, the City Council requests an annual update from the Transportation, Energy & Utilities Committee and City staff on the City's Asset Management Program implementation.