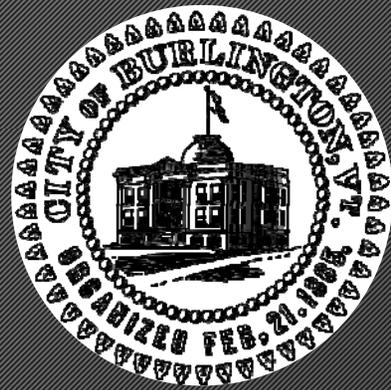




Policies, Goals & Missions

Hoyle, Tanner
& Associates, Inc.



October 15, 2015

Agenda

- Culture Change
- Policies
- Missions
- Goals
- Level of Service
- Level of Maturity



Culture Change

- How do we:
 - Prevent Failure
 - Develop Buy In
 - Continue Between Election Cycles
 - Deal with Difficult Times
 - Become Successful



Culture Change

- Challenges:
 - Resistance to Centralized Data Processing
 - Decentralized Department Software Acquisition
 - Multiple Data Repositories and Versions of Data



Policy Statement

- Approve Level of Service
- Improve Accountability & Transparency
- Facilitate Long-Term & Short-Term Decision Making
- Improve Customer Service
- Manage Life Cycle Cost with Accepted Level of Service
- Link Infrastructure Investment With Measurable Level of Service



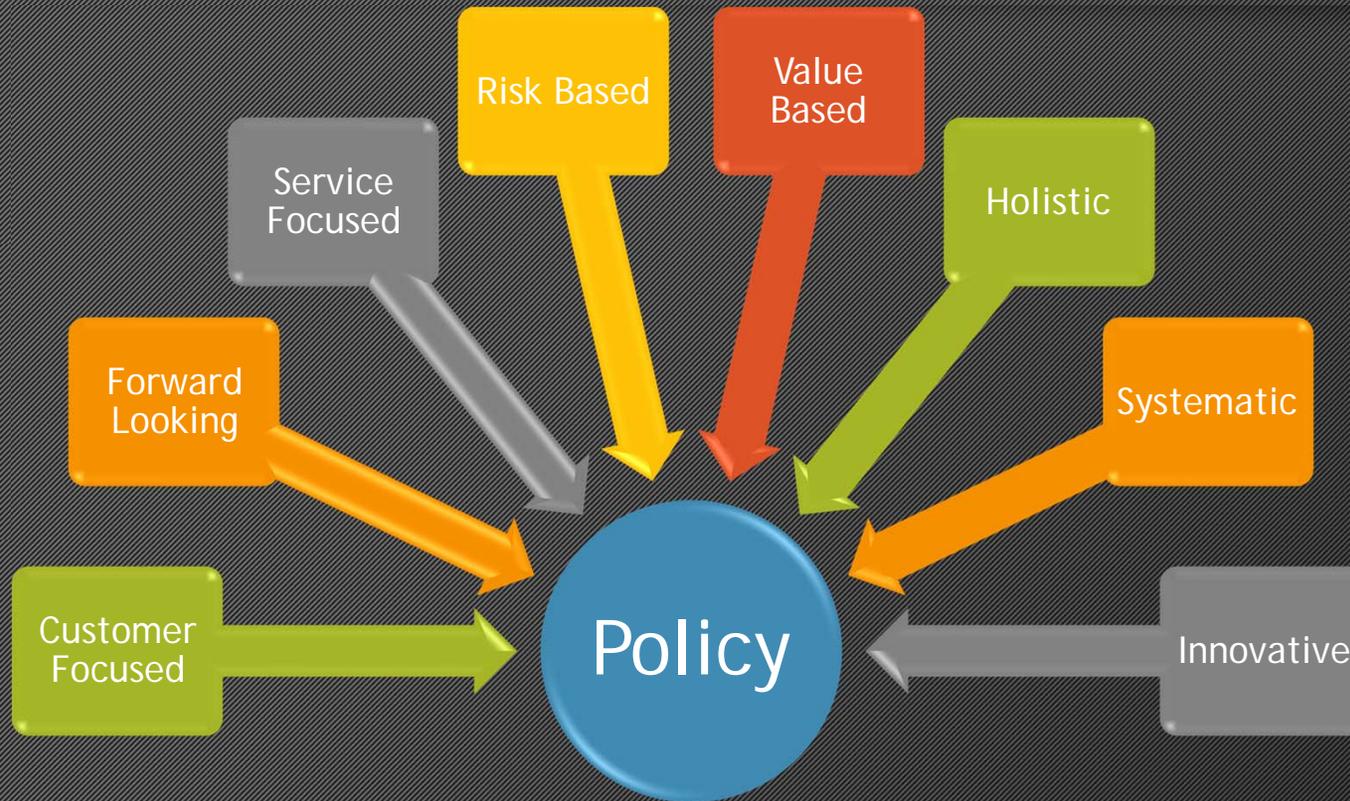
Policy Statement



- Integrated Business Approach
 - Planning
 - Finance
 - Engineering
 - O&M

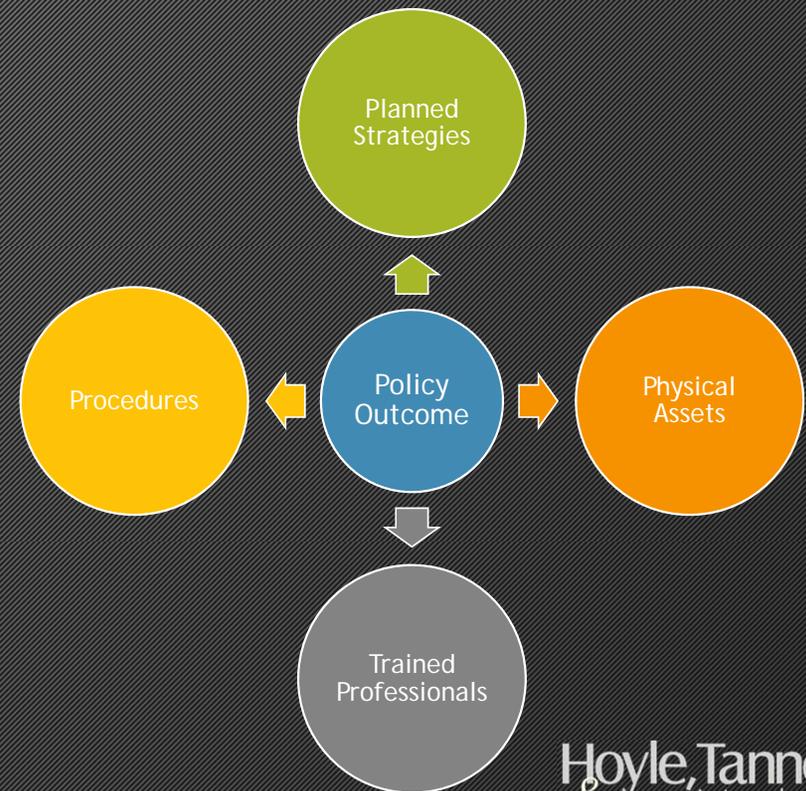


Policy Statement



Policy Statement

- Support to Achieve Desired Outcomes
 - Integrated Planned Strategies
 - Physical Assets Based on Level of Service
 - Highly Trained Professionals
 - Defined Practices & Procedures



Mission Statement



"We steward Burlington's infrastructure and environment by delivering efficient, effective and equitable public services"



Mission Statement

- As a public power entity, BED will always put the customers - the residents and business owners of Burlington - first when making decisions, all of which will be in the best long-term interest of the city. BED will continue to employ technically competent employees who are supportive of public power, who have a high ethical standard, and who believe in life-long learning. It will treat its employees fairly and provide the support they need to do the best job they can.
 - BED will continue to be a leader in sustainability by producing power that is as clean and as locally produced as possible.
 - BED will continue to treat the environment with the utmost respect and will continue to influence decisions and public policy that enhance environmental quality, the use of renewable resources, and the sustainability of Burlington.
 - BED will continue to provide customers with **top-quality advice** on energy efficiency and will promote new products that help to achieve maximum efficiency.
 - BED will continue to make its decision through an **open process**, seeking input from the public. Through good and fair business practices, prudent power purchases and efficiency programs, BED will continue to offer low rates and affordable bills to its customers.



Mission Statement

- Sample Mission Statement

“

“To enhance the quality of life, now and into the future, for people living, working and raising families in Water and Sewer District through the economic, efficient, and environmentally responsible stewardship of superior water utilities.

”



Policy Direction - Management

- Create and Maintain a Comprehensive Asset Management Governance Structure to Lead the Development of Asset Management Tools and Practices
- Document and Continually Adhere to Asset Management Protocols
- Adopt Risk-Based Decision-Making Processes
- Develop Asset Management Knowledge
- Entrench Life Cycle Costing When Evaluating Investments
- Monitor the Performance of Asset and Effectiveness of AM Practices



Policy Direction - Management

- Sample from Burlington Electric Department
 - 4.5.6 CABLE ACQUISITION PROCEDURE
 - BED uses a cable acquisition program to make purchase decisions based on 20-year societal-cost analysis. The analysis considers the initial cost of the cable and the economic value of the increase in capacity costs, energy costs, VELCO transmission costs and environmental externalities over the lifetime of the cable.



Policy Direction - Management

- Seek Funding and Service Delivery Opportunities to Address Infrastructure Investments
- Provide Regular Updates to Council on the State of the City's Assets and Forecast Trends
- Continuous Review of the Data and Improve About it to Provide Better Decision Making
- Communicate the Success and Areas of Improvement to the Organization



Level of Service

- Development of Level of Service
 - System-wide Level of Service
 - Meeting Regulatory Requirements
 - Responding to Service Calls within the Specified Time Period
 - Identifying Simply the Measurable Metrics
 - Target Service Level for Different Asset
 - Comprising of Major Assets within a Division
 - Varying by Location and Customers Served
 - Consisting of a Detailed Document



Level of Service

A bridge deck defect with the potential to cause injury or vehicle damage will be repaired in less than XX hours from discovery or notification. Other defects that meet the critical dimensions in the table illustrated will be addressed according to the response times listed, regardless of routine service level.

Bridge Deck Patching Response Time			
Roadway Category	Surface Area	Depth	Time
Arterial/Collector	100 sq. in.	2 in.	4 Days
Neighborhood Route	130 sq. in.	2 in.	4 Days
Rural Resource Road	155 sq. in.	2 in.	30 Days
Local	155 sq. in.	2 in.	Up to 60 Days



Level of Service

Routine Service Levels		
Service Level	Condition	Description
A	Very good	Deck surface and structural components with no substantial deficiencies. The shoulder and channel are generally clean and free of debris. No maintenance needed.
B	Good	Deck Surface has minor amounts of unrepaired potholes or unsealed cracks. The shoulder contains a small amount of debris build-up at the edge. No maintenance needed at the time just periodical monitoring.
C	Fair	Deck Surface has a moderate amount of unrepaired potholes or unsealed cracks. The shoulder contains a noticeable debris build-up that may be unsightly. Routine maintenance required.
D	Poor	Deck Surface has a significant amount of unrepaired potholes or unsealed cracks. The shoulder contains significant debris that would restrict bicycle or pedestrian use and is unsightly. Structural integrity requires urgent care maintain bridge service.
E	Failed	Deck Surface has an extensive amount of unrepaired potholes or unsealed cracks. The shoulder contains debris build-up that would prevent bicycle and pedestrian use, be a hazard to vehicles, and is unsightly. Bridge is at a critical state restricting certain vehicles due to length or weight.



Level of Service

Target Service Levels	
Functional Class	Target Service Level
Arterial	Service Level B
Collector	Service Level B
Rural Resource	Service Level C
Neighborhood Route (No Detour)	Service Level B
Neighborhood Route	Service Level C
Local (No Detour)	Service Level C

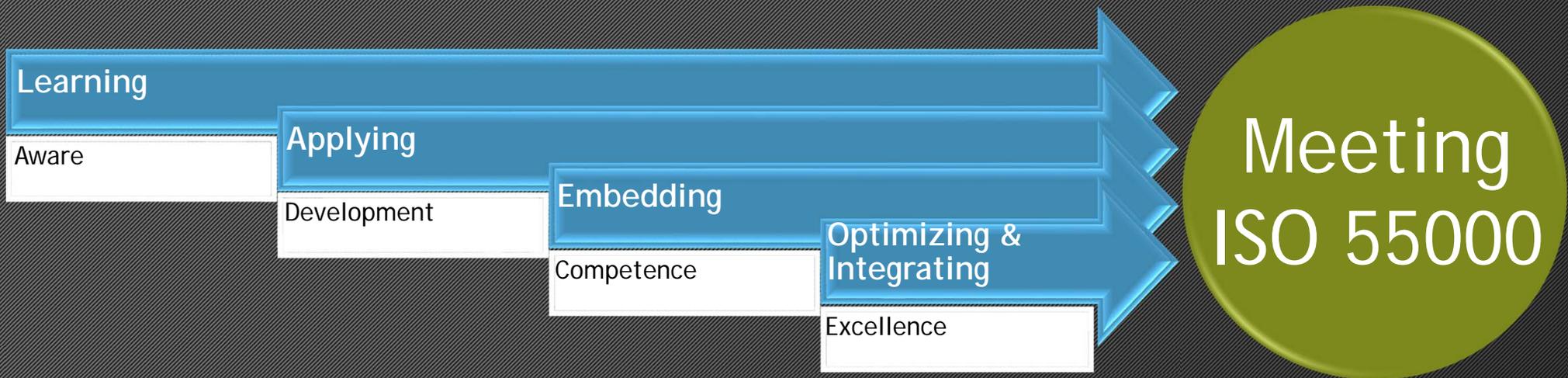


Level of Service

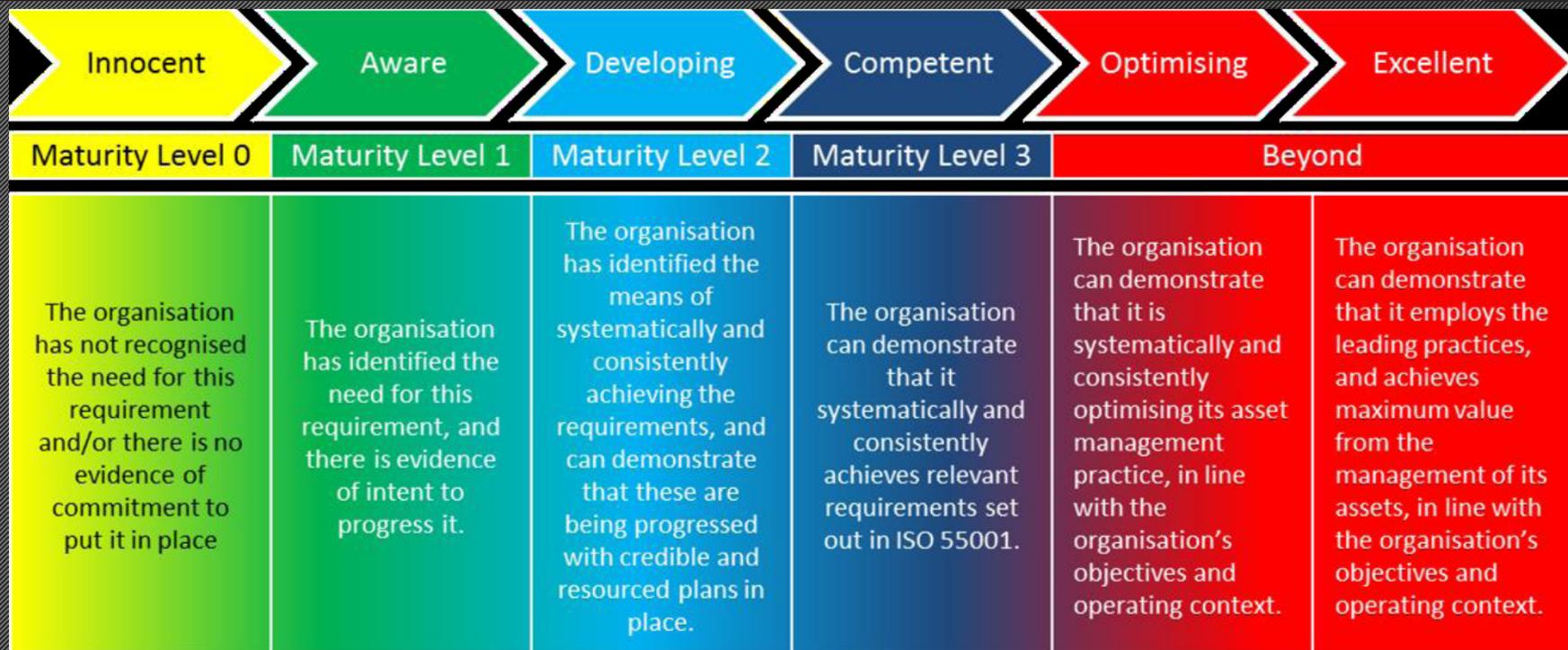
- **AIRPORT IMPROVEMENT PROGRAMS**
- The Passenger Facility Charge (PFC) Program allows the collection of PFC fees for every boarded passenger at commercial airports controlled by public agencies. Airports use these fees to fund FAA-approved projects that enhance safety, security, or capacity; reduce noise; or increase air carrier competition.
- “Enhance” is to increase the level of service by improving safety, security, capacity, or reduction of noise or operation costs.



Level of Maturity



Level of Maturity



Source: The Institute of Asset Management - PAS 55
<https://theiam.org>



Q & A

