Asset Management in City of Fort Worth – Keeping it Simple and Bringing Folks Along for the Ride

Presented by:
Michael Owen, P.E., PMP
City of Fort Worth TPW Department
May 21, 2019
Why “Asset Management”?

• Growing population = growing need for consistent, reliable inventory, data and information
• Changing demographics
• Changing demand from our customers
• Limited financial and human resources
What do we get out of it?

- We know/understand our asset inventory
- We are able to more effectively and efficiently operate/maintain the assets
- Can provide info to more effectively allocate limited resources
- Assist in identifying what additional resources are needed
- Can provide documentation needed to convince executive management that resources are needed
Institute of Asset Management (IAM)

• Asset Management Academy provides an IAM Certificate Course (5 day)
• Last day includes IAM’s “Certificate in Asset Management” exam
• CFW is investing time/resources in this training in order to develop common language and basic knowledge base
An asset is an “item, thing or entity that has potential or actual value to an organization”

Examples: storm drain, manhole, inlet, channel, roadway, traffic signal, street light, etc.
Asset Management

Asset Management is “the coordinated activity of an organization to realize value from assets”
Realization of Value

Realization of value will normally involve a balancing of costs, risks, opportunities, and performance benefits.
Using Assets...

Asset Management is more than doing things to assets – it's about using assets to **deliver value** and **achieve** the organization's business **objectives**
Asset Management Framework

Staying at a VERY high level for our discussions:
• Asset Life Cycle
• IAM Concept Model
• Line of Site/Alignment
• Criticality
Asset Life-Cycle

ACQUIRE

OPERATE

DISPOSE

MAINTAIN
IAM CONCEPTUAL MODEL

Organizational Strategic Plan

Customers
Regulatory
CMO / Council
Stakeholders

Organization and People
Asset Management Strategy and Planning
Asset Management Decision-Making
Asset Information

Acquire
Operate
Lifecycle Delivery Activities
Dispose
Maintain

Risk and Review

Scope of Asset Management

Overall IAM Conceptual Model for the Asset Management Landscape

©Copyright 2011 Institute of Asset Management
Line of Sight/Alignment

- Corporate Objectives
- AM Policy
- AM Strategy
- AM Objectives
- AM Plans
- Work Execution
# Line of Sight/Alignment of Asset Mgmt

<table>
<thead>
<tr>
<th>Corporate Objectives</th>
<th>City/TPW Objectives</th>
<th>SW Master Plan Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>AM Policy</td>
<td>AM Policy</td>
<td>AM Policy</td>
</tr>
<tr>
<td>AM Strategy</td>
<td>AM Strategy</td>
<td>SW Asset Mgmt Strategy</td>
</tr>
<tr>
<td>AM Objectives</td>
<td>AM Objectives</td>
<td>SW AM Objectives</td>
</tr>
<tr>
<td>AM Plan(s)</td>
<td>AM Plan(s)</td>
<td>SW AM Plan(s)</td>
</tr>
<tr>
<td>Work Execution</td>
<td>Work Execution</td>
<td></td>
</tr>
</tbody>
</table>

- **Organization level objectives**
- **Asset Management Principles**
- **Asset Management Application**
- **Asset Management Targets/Prioritization**
- **Asset Management Work Plan for Execution**
- **Asset Management Work**
- **Develop City/TPW Asset Management Policy**
- **Develop SW AM Policy**
- **Develop City/TPW Asset Management Strategy**
- **Develop SW AM Strategy**
- **Develop City/TPW Asset Management Objectives**
- **Develop SW AM Objectives**
- **Develop City/TPW Asset Management Plans (for Asset Classes)**
- **Develop SW AM Plans (for Asset Classes)**
Criticality of Stormwater Infrastructure

Asset Management

Probability of Failure x Consequence of Failure = Criticality
Obstacles/Pitfalls

• Resistance to change
• Lack of Asset Management “common language” and basic understanding
• Different groups at City = different levels/different focus
• Incorporating “Asset Management” principles and methods is NOT equivalent to purchasing/installing software
• Asset Management is more than operating/maintaining assets – considers “life cycle” of Asset
• Proper documentation takes time, effort and discipline
• Poor implementation/not holding people accountable for their parts
How to “Keep it Simple?”

• As Engineers it is in our nature to “over complicate”
• Everything does not have to be complete/perfect in order to make progress and realize benefits
• If processes and documentation is simple, people are more likely to follow
How do we get others to join our journey?

• Coordinate and share information
  • Provide education/training
• Show or even “sell” benefit - If people understand the goals, why it is important, and the benefits to them, they are more likely to “buy-in” and “join the journey”
• Partner/coordinate with others
  • Divisions/Departments
• Demonstrate success…even small successes
Asset Management Roadmap

ASSET...
• Inventory
• Cost/value
• Condition
• Criticality
• Decision Making
CFW TPW Roadmap

- Continue efforts to improve Asset Inventory accuracy/completeness
- Document condition assessments, investigations, and performed maintenance in Work Order System(s)
- Conduct AM “Maturity Assessment” for TPW
- Develop AM Policy, Objectives, and Strategic Plan
- Develop AM Plan(s) for Asset Classes
- Incorporate “Criticality” in ALL Condition Assessment and O&M performed
- Use/analyze AM data/info generated to improve decision making
Thank you!

Contact Info:
Michael Owen, P.E, PMP – Stormwater Infrastructure Mgr.
CFW TPW Department SW Mgmt.
200 Texas Street
Fort Worth, TX 76102
817-392-8079
michael.owen@fortworthtexas.gov