



Asset Management Program



Authorization for Consultant Support
Board of Directions Meeting: 10/24/2022

LCA 2022-2027 Strategic Plan

Asset Management

2022 Focus:

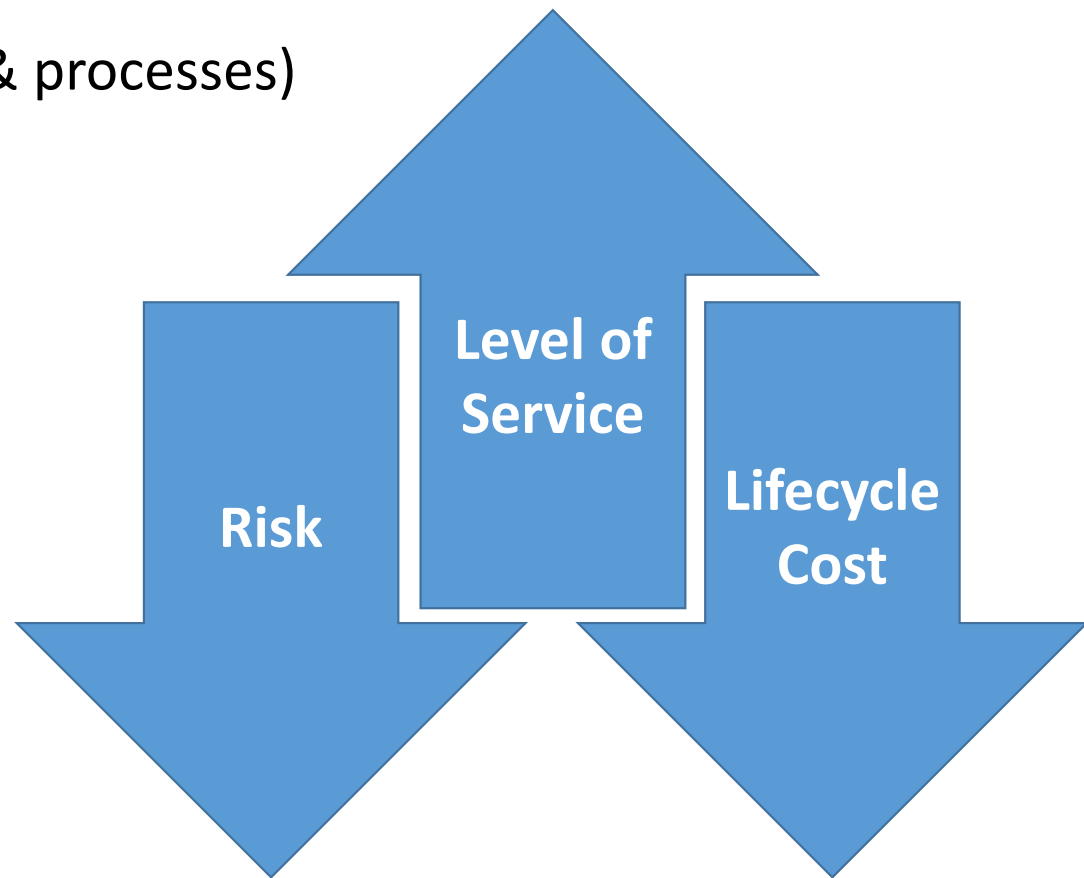
1. Develop multi-year approach / roadmap to developing LCA's Asset Management (AM) program
2. Track all maintenance activities in a standard Computerized Maintenance Management System (CMMS) platform

2022 Milestones:

- Staffing assessment & organization structure for AM
- Develop 3-year roadmap of AM activities
- Identification and definition of all Preventive Maintenance (PM) and Corrective Maintenance (CM) programs within CMMS
- Develop standardized inventory list
- Identify and implement project management system

Asset Management – What is it?

- Integrated system (technology & processes)
- Cross-organizational
- Supports data-driven decisions
 - Operations
 - Maintenance
 - Capital program prioritization
 - Financing & rates
 - Staffing
 - Organizational strategy





Current Challenges

- Lack of integrated systems & processes
- No standard process for condition assessment or risk evaluations
- Limited (or narrow) internal asset management expertise
- Large future capital needs for capacity development & aging infrastructure
- Rate impacts to customers outpacing inflation



2022 Staff Activities

Asset Management (AM) team development

Hiring / reorganization of maintenance & AM leadership

Learning more about AM from industry experts

Assessing gaps in LCA's capacity to develop a strategic AM plan

Maintain focus on work we must achieve today with current staff

Team Assessment: Help Needed!

Strategic Asset Management Plan & Roadmap

- What is an “asset”?
- What is the desired/current level of service for each asset type?
- How will we gather data on condition and risk associated with each asset?
- What is the best way to sequence our work to develop our AM program?

Director of Engineering & Asset Management

- 6-12 month timeline for full on-boarding

External Support

- Fast-track our progress & build upon internal enthusiasm for this work



Consultant Selection Process

- RFP Issued: August 2022
 - Team presentations & interviews: 4 consultants, 11 LCA team members
 - Key attributes we were looking for:
 - Industry best practices & leadership in AM
 - GIS & Cityworks expertise
 - Understanding and appreciation for LCA's current state & future goals
 - Team fit / ability to work with LCA employees across the organization
 - Change management & communication
 - Flexibility as LCA staff transitions are implemented
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LCA's Recommendation: Hazen & Sawyer



Hazen is *All things Water*®. Our sole business is water and wastewater infrastructure, nothing else. Our team offers the breadth and depth of water industry experience and knowledge necessary to benefit LCA.



Hazen provides *Flexible Delivery*. Our approach aligns with industry standards, but our delivery and communication is tailored to your culture, needs, and preferences.



Our *Accessible Experts* will be fully engaged in the SAMP development including support, review and advise on current work.



Hazen employs *Innovative Ideas* in everything we do. We will build upon existing practices to optimize how your infrastructure is planned, designed, constructed, and managed.

Key Deliverables:

Focus on building LCA's foundation for future AM success

Asset Management
(AM) maturity
assessment

LCA AM policy
statement

AM implementation
roadmap

Level of service
statements & key
performance
indicators

Recommendations
for standardizing
asset hierarchies &
asset register

Development of a risk
framework & review
of asset data
requirements

Document O&M
guidelines for vertical
and linear assets

Formalize LCA's
methodology to
calculate remaining
useful life of its assets

Develop LCA's
method to capture
asset lifecycle costing
within Cityworks

Documentation of
workflows for LCA's
capital improvements
prioritization process

Prepare a Strategic
Asset Management
Plan (SAMP)

Project Timeline

Kickoff:

- November 2022

Asset Management Implementation Roadmap:

- Summer 2023 (in time for 2024 budget development)

Strategic Asset Management Plan (SAMP):

- December 31, 2023

Future Phases?

- Facility-specific Asset Management Plans (AMPs)
- Technology integrations
- Other work as determined by the roadmap



Discussion / Questions?

Thank you!