

Asset Management Group Charter

SUMMARY

The Asset Management Group oversees asset management and capital project investment decisions. It is responsible for monitoring and modeling asset use and degradation in order to advance data-driven decision-making around asset reinvestments. It is also responsible for reviewing, prioritizing, evaluating, and auditing projects: their implementation and outputs.

The work of this group will result in transparent, service- and risk-oriented projects informed by City and Bureau goals. Outcomes from the Asset Management Group will be project identification and advancement to maximize benefits while minimizing total lifecycle costs. Managing the true value of PBOT's assets and investments will allow the Bureau to deliver on its commitments to asset preservation, safety, equity, and mobility.

GOALS

- Establish equitable asset reinvestment priorities to extend the life of the City's transportation assets, efficiently utilize limited resources to properly maintain assets, and deliver desired service levels for asset performance
- Develop asset strategies to minimize the Bureau's infrastructure maintenance backlog and be responsive to infrastructure needs over the long term
- Collaborate with communities, particularly historically under-represented groups, to identify desired service levels, asset reinvestment needs, and project outcomes. Lead public outreach and engagement around identifying these needs, and prioritize requested work in project scheduling and delivery (in accordance with Racial Equity Goals #2 and 3)
- Deliver a structured approach to delivering desired service levels at lowest life cycle costs
- Implement a formal, transparent, equitable, and accessible process for advancing capital improvements
- Formalize decision-making for asset acquisition, operation, maintenance, renewal and replacement including heightened urgency and accountability for work in communities of color and immigrant and refugee communities; collect and report data on asset reinvestment and CIP progress broken out by geographic area in order to evaluate targeted progress in communities of color.
- Set strategy for efficient delivery of capital projects to manage the long-term life of transportation infrastructure¹.

INDICATORS OF SUCCESS

Where the Bureau will be in 5 years as a result of our work

- Process for equity focused data-driven decision-making in project selection and prioritization will be formalized

¹ The processes for delivery of these goals will be owned and managed by the Asset Management Group; the work of project delivery and maintenance will be performed by PPP, Engineering, and MO

- Engagement by communities of color and consideration for the location of projects (prioritizing work in underserved areas) will be a key data point informing asset reinvestment and project priority
- Maintenance backlog reduced by 10%
- Pavement Condition: 80% of collectors/arterials in “fair” or better condition; 70% of local roads in “fair” or better condition
- Bridge Condition: 5% or fewer bridges weight-restricted
- Public Transit Vehicle Condition: 100% of transit vehicles (streetcar and tram vehicles) meet replacement standards
- Construction Project Completion Timeliness: 75% of projects with the construction phase completed within 90 days of original contract completion date
- Construction projects on budget: 15% of original construction authorization spent
- Exceed City requirements for DBE/MWESB contracting

BENEFITS

Benefits to community

- Transparency in decision-making
- Responsible investments towards community’s infrastructure assets
- Increased engagement with communities of color around desired service levels, project and program priorities
- Improved organizational capacity in prioritizing and responding to racial inequities in asset reinvestment, project selection, delivery, and monitoring
- Reliable and safe service

Benefits to leadership and elected officials

- Long-term system integrity leads to improved safety outcomes
- Confidence in timing and magnitude of investments to acquire, operate, maintain, and renew assets
- Continued strong bond ratings
- Transparency of performance and positive community relations
- Clearer focus on critical assets for compliance
- Greater ability to fund asset renewal needs

Benefits to staff

- Clarity around work processes and expected results
- Transparency in project selection and development, including how a racial equity lens was applied
- Availability of data and tools for day-to-day work and decision making
- More time to focus on the work of project delivery; less time devoted to process and recreating evaluation / prioritization systems

TEAM STRUCTURE

The Asset Management Group is currently comprised of two staff: the Asset Manager and the Capital Projects Controls Analyst. Further staffing of the Group to provide business case evaluations, asset condition assessments, administration of e-Builder, and other functions will be determined with the Bureau's Director's Team.

ENDORSEMENT

As bureau executives, managers of partner groups, and staff of the Asset Management Group, we agree with the contents of this charter and are supportive of the goals and intentions of this effort. Together with the Director's Team, we will provide direction and support to ensure that the work of this group is successful.


Leah Treat, Director

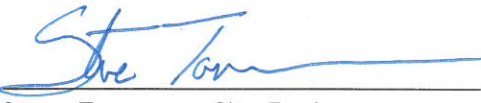

Chris Warner, Assistant Director

Group Managers



Christine Leon, Group Manager (DPT)


Jeremy Patton, Group Manager
(Business Services)


Art Pearce, Group Manager (PPP)


Steve Townsen, City Engineer


Tara Wasiak, Group Manager (MO)


John Brady, Group Manager
(Communications)

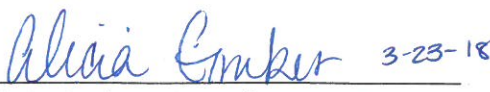

Dave Benson, Group Manager (Parking)


Zan Gibbs, Equity Manager

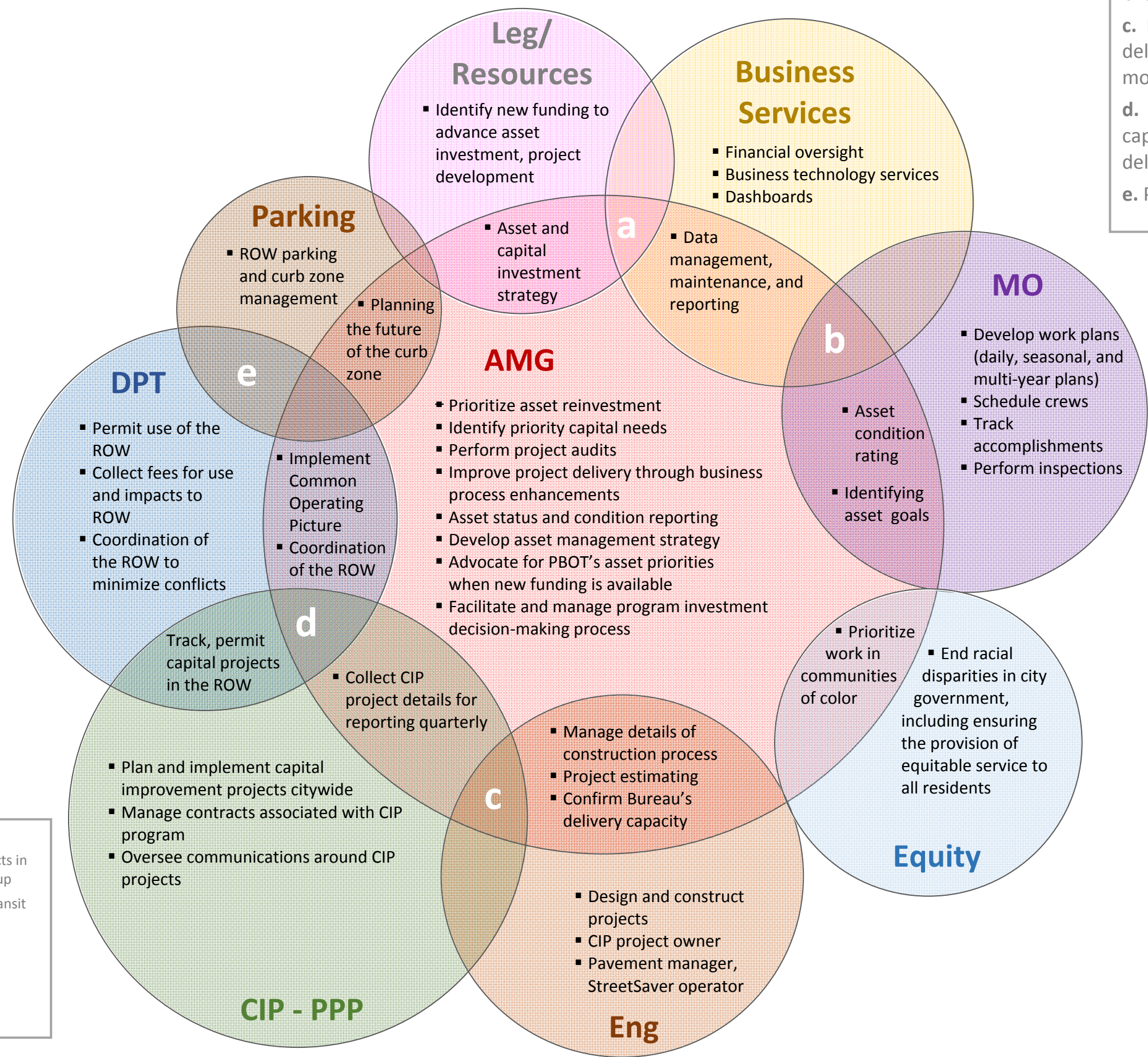

Mychal Tetteh, Fixing Our Street Manager

Asset Management Group Staff

 3-23-18
Emily Tritsch, Asset Manager (AMG)

 3-23-18
Alicia Gruber, Capital Projects
Controls Analyst (AMG)

- a. 1-, 2-, 5-year investment outlook
- b. Setting and monitoring asset and CIP KPIs
- c. Establish process, protocols for project delivery; improve capital project delivery; monitor project schedule and budget
- d. Develop business case evaluations for capital projects; improve process for project delivery and permitting
- e. Parking reservations and permitting



AMG: Asset Management Group
CIP - PPP: Capital Improvement Projects in the Policy, Planning, and Projects Group
DPT: Development, Permitting and Transit Group
Eng: Engineering Group
Leg/Resources: Legislation/Resources Group
MO: Maintenance and Operations

Delivery Timeline

