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TRANSIT
ASSET
MANAGEMENT

How to Engage Your Transit Asset Management Stakeholders

2019 APTA/FTA Webinar Series: Part 2

October 8, 2019
2:00 – 3:15 PM ET

American Public Transportation Association

APTA leads public transportation in a new mobility era, advocating to connect and build thriving communities.

- 1. APTA Leads** As the voice for public transportation, proactively and assertively shaping and responding to actions that impact public transportation
- 2. Public Transportation** Supporting the needs of public transportation agencies acting in the public good
- 3. New Mobility Era** Helping members anticipate, prepare for and understand the changes that are shaping our industry
- 4. Advocating** Fervently promoting the interests of the public transportation industry in all venues
- 5. Thriving Communities** Using transportation to enable individuals to access opportunities that improve their lives

Transit Asset Management Activities

1. **Transit Performance Management Subcommittee**
 - Of the Planning, Policy, & Program Development Committee
2. **Standards and Recommended Practices**
 - State of Good Repair/Transit Asset Management Working Group
3. **APTA/FTA TAM Webinar Series**
4. **Research and Reports**
 - [Economic Cost of Failing to Modernize Public Transportation](#)
5. **APTA Conferences and Sessions**

State of Good Repair/Transit Asset Management Working Group

Mission:

To develop guidance for transit agencies as they implement asset management programs in compliance with FTA regulations and in alignment with industry best practice. This guidance, which may consist of white papers, training materials, presentations, and webinars, will complement the resources that have been published by the FTA with examples developed by industry peers.

Guidance Published

1. **Communicating Your Transit Asset Management Plan**
2. **Improving Asset Management Through Better Asset Information**
3. **Building Internal Stakeholder Support for Your Asset Management Program**
4. **Communication and Coordination with External Stakeholders for Transit Asset Management**

All are available on the [APTA Standards website](#).

Documents in Development

1. Procuring Software to Support Transit Asset Management
2. Using Asset Criticality to Make Investment Decisions
3. How to Build an Asset Management Team

Target publish date: Winter 2020

What's Next?

Theme of Documents: Continuous Improvement

- TAM Policy Creation and Implementation
- Identifying and Incorporation of Risk into TAMPs
- Incorporating Climate Vulnerability into TAMPs
- Best practices in using condition assessments and predictive maintenance into improved performance
- Best practices in linking TAMPs and Safety Plans

APTA/FTA Webinar Series

Held on April 25, 2019: **Communicating TAM Compliance and Programs**

- Tools and resources for communicating the value of TAM agency executives and staff. Presentation slides and recording available on APTA website.

October 8, 2019: **Engaging Your TAM Stakeholders**

- Communicating and involving both internal and external stakeholders in transit asset management involves coordinated but different approaches.

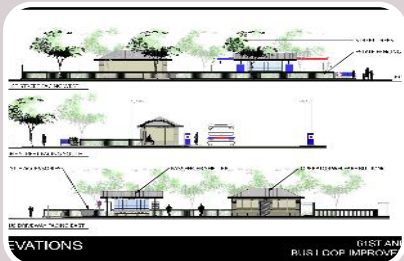
Planned, Late Fall 2019: **Best Practices for Data Collection**

Stakeholder Engagement



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Stakeholder Engagement



Design



Construction



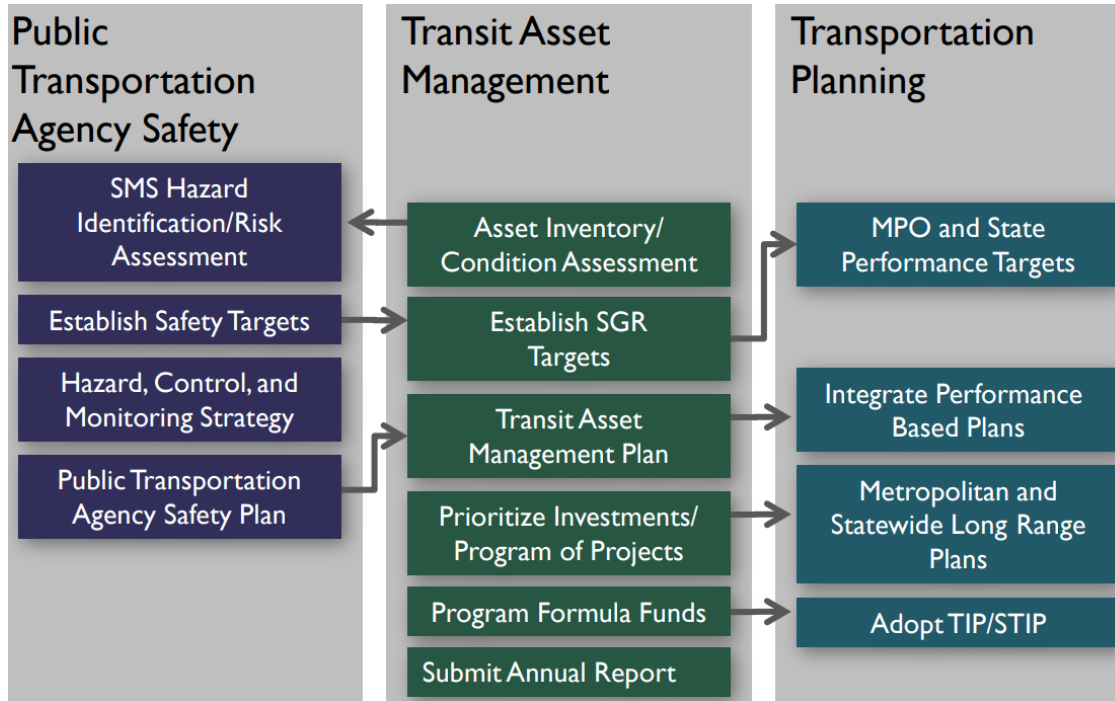
Maintain



Operate

Many stakeholders are involved with each asset throughout the asset's lifecycle.

Stakeholder Engagement



Today's Moderator and Speakers

- **Laura Zale**, Manager of Asset Management, Southeastern Pennsylvania Transportation Authority (SEPTA), Philadelphia, PA
- **Victor Rivas**, Strategic Consulting – Asset Management, Jacobs, Boston, MA
- **Jordan Holt**, Director of Performance, Washington Metropolitan Area Transit Authority (WMATA), Washington, DC
- **Todd Lang**, Director of Transportation Planning, Baltimore Metropolitan Council, Baltimore, MD

Asking Questions

To submit a question or comment to the panel during the webinar, please type it into the **Question** box on your screen and click on the send arrow located at the bottom of the box.

Be a Part of the Dialogue.

Presenter

Victor Rivas

Strategic Consulting – Asset Management

Jacobs

Boston, MA

JACOBS

Building Internal Stakeholder Support for an Asset Management Program

Recommended practice document highlighting strategies that a transit organization can use to build internal stakeholder support and buy-in for its asset management efforts

Internal Stakeholders

Internal Stakeholders

- Accountable Executive (Chief Executive Officer)
- Senior Leadership
- Operations and Maintenance Staff
- Administrative and Clerical Staff
- It includes Contractors

Why is Important to Build Internal Stakeholder Support for Asset Management?

Asset Management Guiding Principles



Maintain, update and enhance the agencies asset inventory to better invest in a state of good repair.



Monitor and improve the condition of transits assets efficiency by setting annual performance measures and targets, documenting the progress towards those targets.

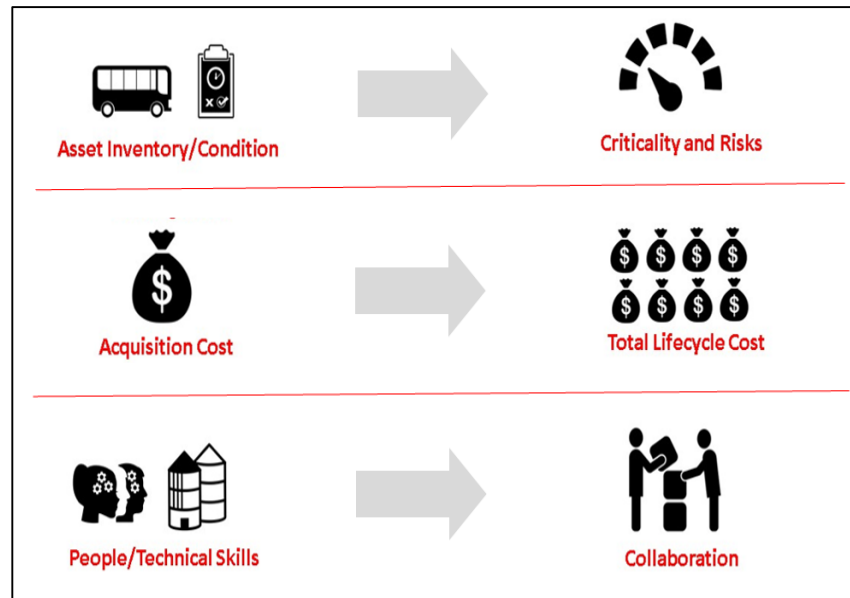
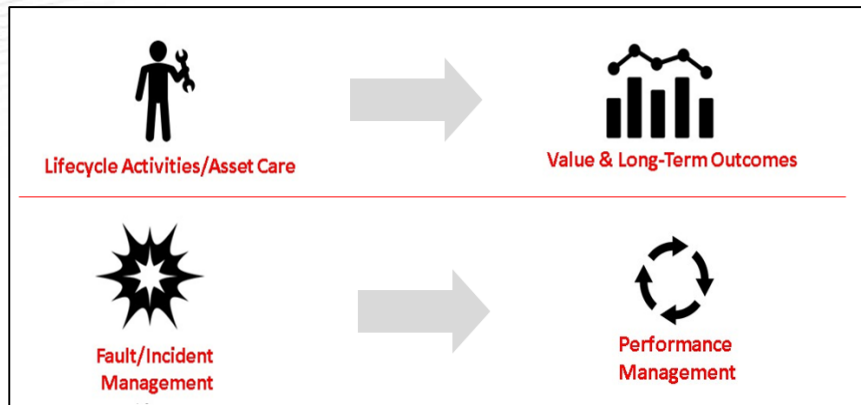


Invest in state of good repair based on a structured decision framework to ensure available funds are spent where they are most needed.



Maintain a list of investment priorities that consider safety, accessibility and available funding.

Asset Management Maturity Development

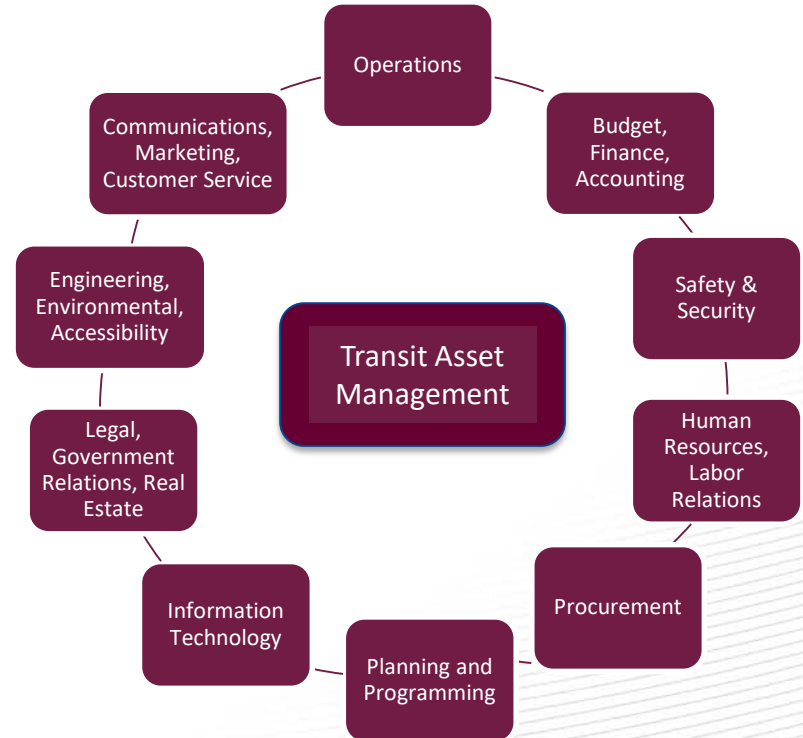


Benefits of Transit Asset Management

- Optimized use of resources (human and financial) while being able to deliver the best value to the customer
- Increased communication among departments with improved collaborative behavior within the agency
- Improved public image through increased transparency and accountability
- Enhanced opportunities for highlighting and replicating best practices

Asset Management is an Agency-wide Effort

Advancing asset management to a higher level of maturity cannot be achieved by a single department or operational unit, it requires the support and engagement of the entire organization



Common Challenges

Common Challenges

- **Challenge 1** : Some employees do not understand the relevance or impact of asset management in their daily activities.
- **Strategy:** *Articulate/reiterate/model expectations*
Raise awareness of the benefits of asset management to the agency and the departments, and how individual contributions make a difference.

Common Challenges

- **Challenge 2** : People are too busy to deal with additional work/initiatives. Staff feel that the responsibility lies elsewhere.
- ***Strategy:*** *Create and build team culture*
Emphasize the importance of achieving the agency's goals as a fully collaborative effort while establishing the internal stakeholders share of responsibility and accountability

Common Challenges

- **Challenge 3** : Staff show a lack of interest: “It’s not in my job description.”
- **Strategy:** *Develop personal buy-in*
Ensure that employees fully understand how their roles fit within the bigger picture. Self-motivation is key to performance.

Achieving and Sustaining Asset Management Buy-in

Achieving and Sustaining Asset Management Buy-in

Communications and awareness-building

- Consider establishing asset management liaisons (TAMbassadors)
- Education

Sample avenues for reaching out to internal stakeholders

- Printed and electronic media
- Regular briefings
- Targeted workshops

Achieving and Sustaining Asset Management Buy-in

Top-down leadership and commitment

- Accountable Executive
- Asset Management Executive Team
- Department Heads

Achieving and Sustaining Asset Management Buy-in

Bottom-up buy-in

Securing strong endorsement from the top will help further the asset management agenda with front line employees

Achieving and Sustaining Asset Management Buy-in

Leveraging improved asset information

Asset information is in constant state of renewal, therefore the need to ensure continuous alignment of the following core business processes:

- Asset management vision and direction
- Life-cycle management
- Cross-asset planning and management

Achieving and Sustaining Asset Management Buy-in

Workforce development

To ensure asset management long-term viability the agency could consider special workforce development strategies such as:

- recruitment of personnel capable of supporting asset management functions
- asset management training
- succession planning

Thank you.



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Presenters

Jordan Holt

Director of Performance
Washington Metropolitan Area
Transit Authority (WMATA)
Washington, DC



Todd Lang

Director of Transportation
Planning
Baltimore Metropolitan Council
Baltimore, MD

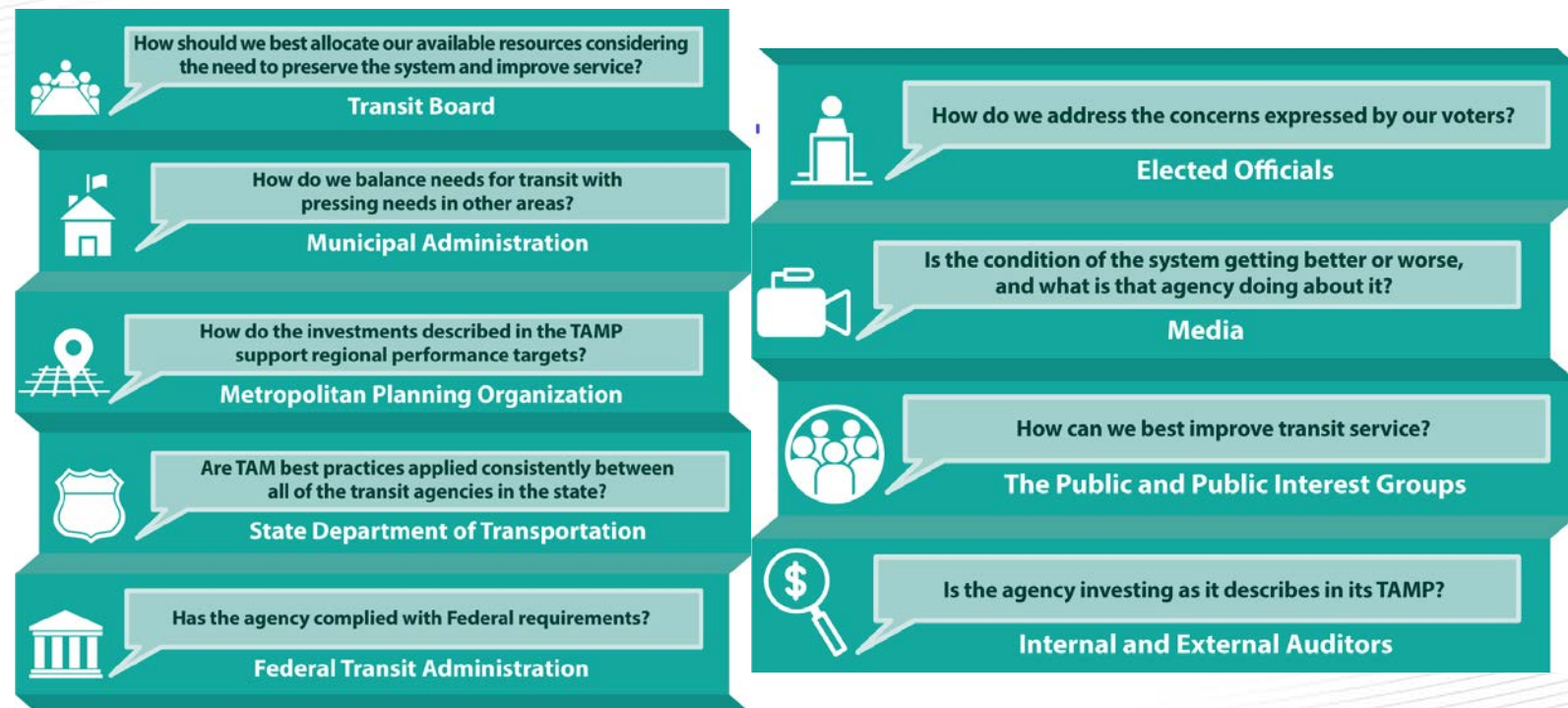


Who, What, When, Where, Why and How? Communication and Coordination with External Stakeholders for Transit Asset Management

Recommended practices for communicating with a range of stakeholders about a transit agency's transit asset management (TAM) program and plan.

Who?

Transit Asset Management Stakeholders



Why?

Benefits of Effective Communication and Coordination

We agree these investments are needed and our top 3 priorities are...



Shared understanding of needs



Increased credibility



Improved results

Where and when?

Means of Communicating



- Informal and formal
- Go beyond federal requirements
- Use multiple channels
 - In person
 - websites
 - presentations
 - posters
 - videos
 - fact sheets
 - reports and plans
 - press releases
 - social media
- Omit sensitive information

How?

Communication Strategies

- Know what you want
- Know your audience's interests
- Avoid the weeds
 - Focus on big asset groups
 - Collapse condition data into two categories
- Be clear and succinct
- Use simple bar or line graphs
- Provide context and use pictures

Inventory and Condition

	Transit Bus A bus with front and center doors, normally with a rear-mounted engine, low-back seating, and without luggage compartments or restroom facilities for use in frequent-stop service. This is what is used most typically on fixed route systems. A 40-foot coach is the common type bus used in larger systems. This vehicle can usually hold about 42 ambulatory passengers when two wheelchair tie-downs are provided.	496 Vehicles 12 Years ULB	81% Below ULB 
	Articulated Bus Extra-long (54 ft. to 60 ft.) bus with two connected passenger compartments. The rear body section is connected to the main body by a joint mechanism that allows the vehicles to bend when in operation for sharp turns and curves and yet have a continuous interior.	51 Vehicles 12 Years ULB	100% Below ULB 
	Over-the-road Bus A bus characterized by an elevated passenger deck located over a baggage compartment.	60 Vehicles 12 Years ULB	97% Below ULB 
	Cutaway Bus A vehicle that consists of a bus body that is mounted on the chassis of a van or light-duty truck. The original van or light-duty truck chassis may be reinforced or extended. Cutaways typically seat 15 or more passengers and may accommodate some standing passengers.	42 Vehicles 5 Years ULB	100% Below ULB 







Based on CTDOT data as of March, 2018

What?

What is TAM?

Transit Asset Management Directive

MDOT MTA commits to:

-  Maintain an Asset Inventory that includes all vehicles, facilities, and equipment used in the delivery of transit service;
-  Identify all Safety-Critical assets within the Asset Inventory and prioritize efforts to maintain those Safety-Critical assets in a SGR;
-  Clearly define ownership, control, accountability, and reporting requirements for assets, including leased and third-party assets;
-  Set annual asset performance targets and measure, monitor, and report on progress towards meeting those targets;
-  Base capital project prioritization and other asset management decisions on asset criticality, condition, performance, available funding, safety considerations, and on the evaluation of alternatives that consider full lifecycle benefits, costs, and risks; and
-  Maintain an agency-wide TAMP, in coordination with MDOT MTA safety policies and plans.

MDOT MARYLAND DEPARTMENT OF TRANSPORTATION
MARYLAND TRANSIT ADMINISTRATION

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- Set of tools and approaches to manage physical transportation assets more efficiently
- Helps agencies best maintain their assets, balancing competing needs for finite resources

What is SOGR?



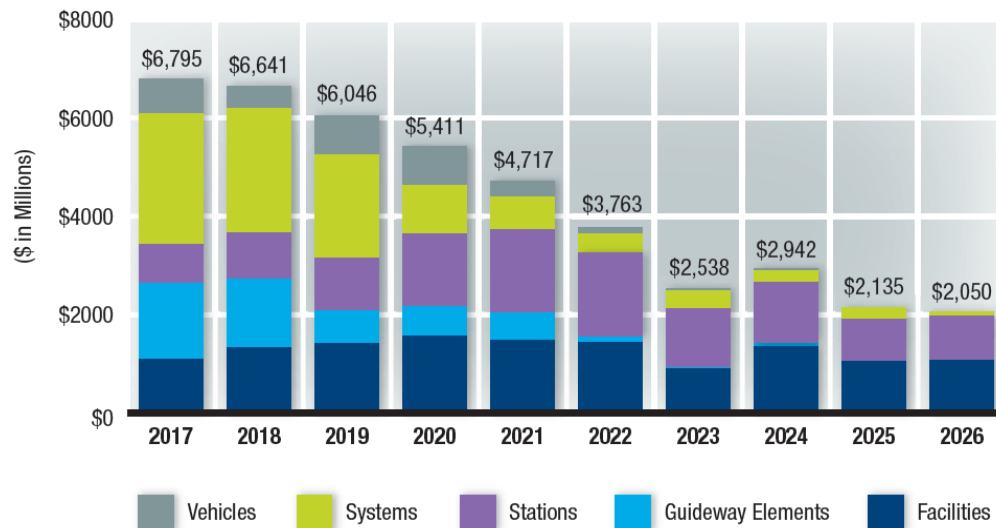
If 60% of our vehicles are beyond their useful life, does that mean they are unsafe?

- “State of Good Repair” means that assets are in fair or better condition and/or are not beyond their useful life
- SOGR \neq Safety
- Costs less in long-run and results in better service for customers

What is our backlog?

- Backlog = cost of achieving a state of good repair and then maintaining it over time

Impact of Capital Investment on State of Good Repair Backlog




What happens if we don't invest in SOGR?

Impact on customers



Impact on backlog


2012–2032 Future Transit
Capital Investment Scenarios



ANNUAL AVERAGE INVESTMENT*	PRESERVATION*	EXPANSION*	SYSTEM PRESERVATION BACKLOG*	
			2012	2032
State of Good Repair (SGR)	\$17.0	\$0.0		\$0
Sustain Spending at 2012 Level	\$17.0	\$7.1		\$121.7
Low-Growth Scenario Assume 1.4% annual transit ridership growth	\$22.8	\$6.4		\$0
High-Growth Scenario Assume 2.2% annual transit ridership growth	\$26.4	\$9.9		\$0

*Billions of 2012 Dollars

How do we compare to others?




Why didn't we meet our targets last year?

What are we doing to lower our targets in the future?

How much will it cost to reduce the target to match Agency X's target?

Agency X is about the same age as us and/or has the same number of vehicles. Why are their targets and asset condition so much "better" than ours?

How is it OK to have a performance target that 60% of our vehicles are beyond their useful life?



Thank you.



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Q&A with Today's Moderator and Speakers

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Asking Audience Questions

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