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TRANSIT
ASSET
MANAGEMENT

Improving Your Asset Information and Embracing Continual Improvement

APTA/FTA Webinar Series: Part 3

January 21, 2020
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

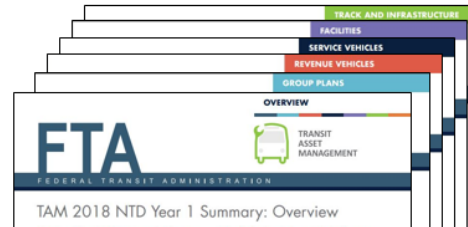
Transit Asset Management Activities

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**

Federal Transit Administration Welcome

- NTD data published for Report Year 2018 – 1st year that contains new TAM asset data
- Fact Sheets summarize new TAM asset data
- FTA webinar Feb. 12th – “Workforce Planning and Development”
- FTA TAM Roundtable is July 12th in Boston, MA

www.transit.dot.gov/TAM



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**
5. **Procuring Software to Support Transit Asset Management**

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

Guidance in Development

1. Using Performance Targets to Drive a Transit Asset Management Program
2. Using Asset Criticality to Make Investment Decisions
3. How to Build an Asset Management Team

Target publish date: Spring 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.

Held on October 8, 2019: Engaging Your TAM Stakeholders

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

Today, January 21, 2020: Improving Your Asset Information and Embracing Continual Improvement

- This webinar will discuss two critical elements of any TAM program: improving your asset information and embracing continual improvement.

Today's Moderator and Speakers



Laura Zale

Manager of Asset Management,
Southeastern Pennsylvania
Transportation Authority (SEPTA),
Philadelphia, PA



Luke Westlund

Manager – Business Analysis,
Regional Transportation
District (RTD), Denver, CO



Simon Smith

Director of Asset Mgmt.
AMCL, New York, NY



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



Luke Westlund

Manager – Business Analysis, Regional
Transportation District, Denver, CO

Luke.Westlund@RTD-Denver.com

Continual Improvement

Pursuing Value



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Basic Assumptions

It's assumed that you:

- Know your TAM Plan requirements (Tier 1, 2, or Group).
- Have participated in the creation of a TAM Plan.
- Want your TAM Plan to be actionable.

It's assumed that your TAM Plan:

- Is the starting line not the finish.
- Is probably missing a few pieces.
- Still needs improvement.

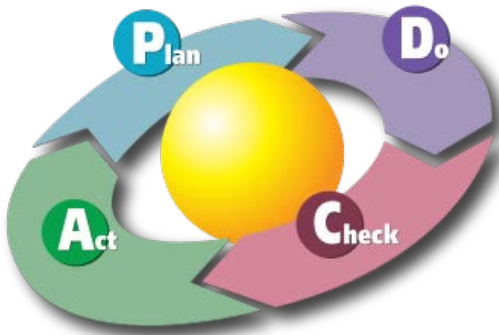
Continuous Improvement = Requirement

TAM Plan Requirements

1. Asset Inventory
2. Condition Assessments
3. Decision Support Tools
4. Prioritized List of Investments
5. TAM & SGR Policy
6. Implementation Strategy
7. List of Key Annual Activities
8. Identification of Resources
9. **Evaluation Plan***

An outline of how a provider will monitor, update, and evaluate, as needed, its TAM plan and related business practices, to ensure the continuous improvement.

Continuous Improvement = Best Practice



Continuous Improvement = Culture

... a culture of sustained improvement targeting the elimination of waste in all systems and processes of an organization. It involves everyone working together to make improvements without necessarily making huge capital investments.



Continuous Improvement = Limitless

...a gradual never-ending change which is: ... focused on increasing the effectiveness and/or efficiency of an organization to fulfil its policy and objectives. It is not limited to quality initiatives. Improvement in business strategy, business results, customer, employee, and supplier relationships can be subject to continual improvement.

Put simply, it means “getting better all the time”.

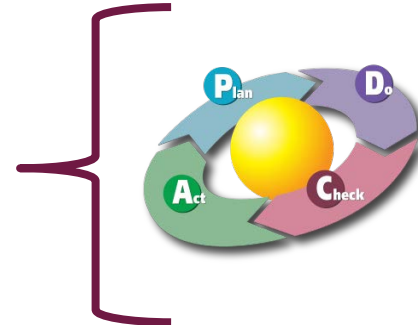
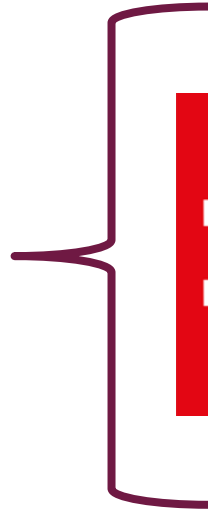
People

Process

Information

Technology

Continuous Improvement at RTD



“A commitment to ISO 55000 certification is a commitment to improving our business”

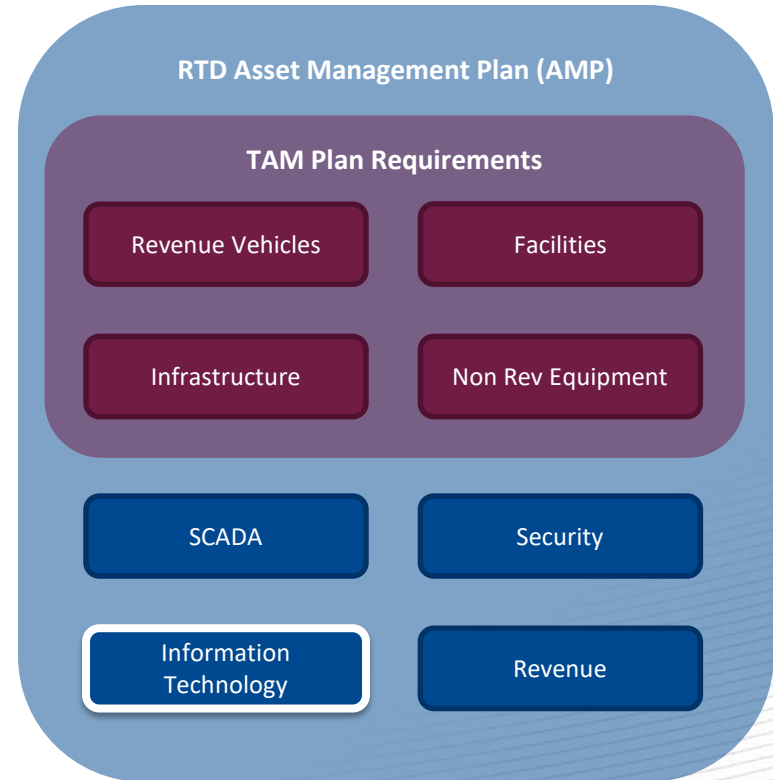
Lessons Learned – You're never done.

1. Do the next right thing.
2. Don't make it more difficult than it needs to be.
3. Improve manageable pieces.
4. Stop doing what doesn't work.

1. Do the next right thing.

What's the next right thing?

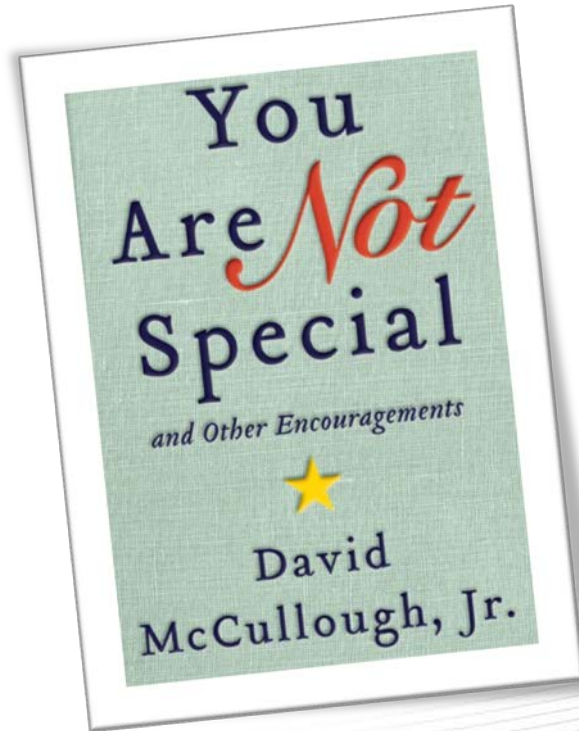
- Focusing on existing assets first
- Created one process with two-lanes, assets and non-assets
- Initial needs are generated by asset information not a “call for projects”
- **Include all assets.**



2. Don't make it more difficult...

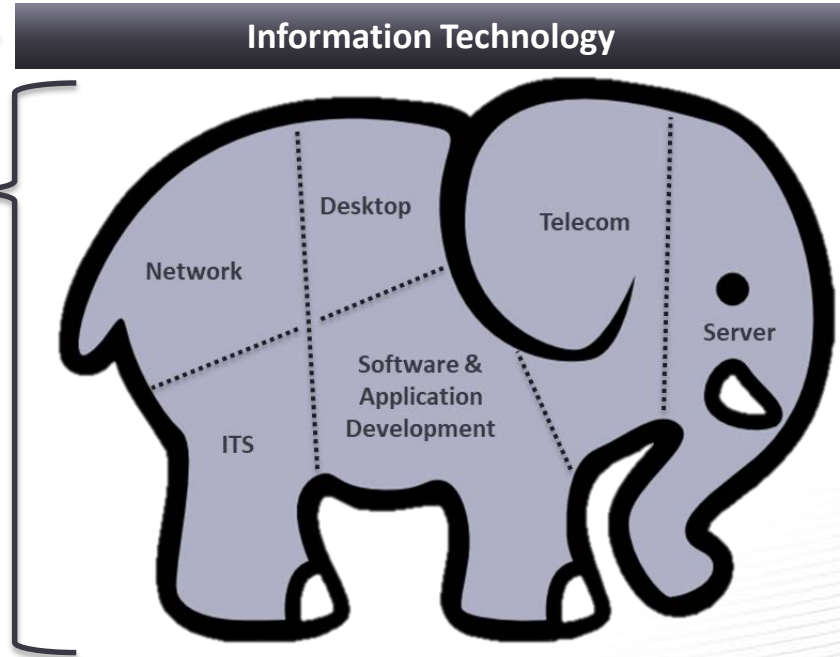
I have heard the following:

- *"So, it's complicated."*
- *"Well, I'm not sure you understand."*
- *"Hey, it's different over here."*
- *"Not to get into the weeds but..."*
- *"Well, what about that one time..."*
- *"We already do asset management"*

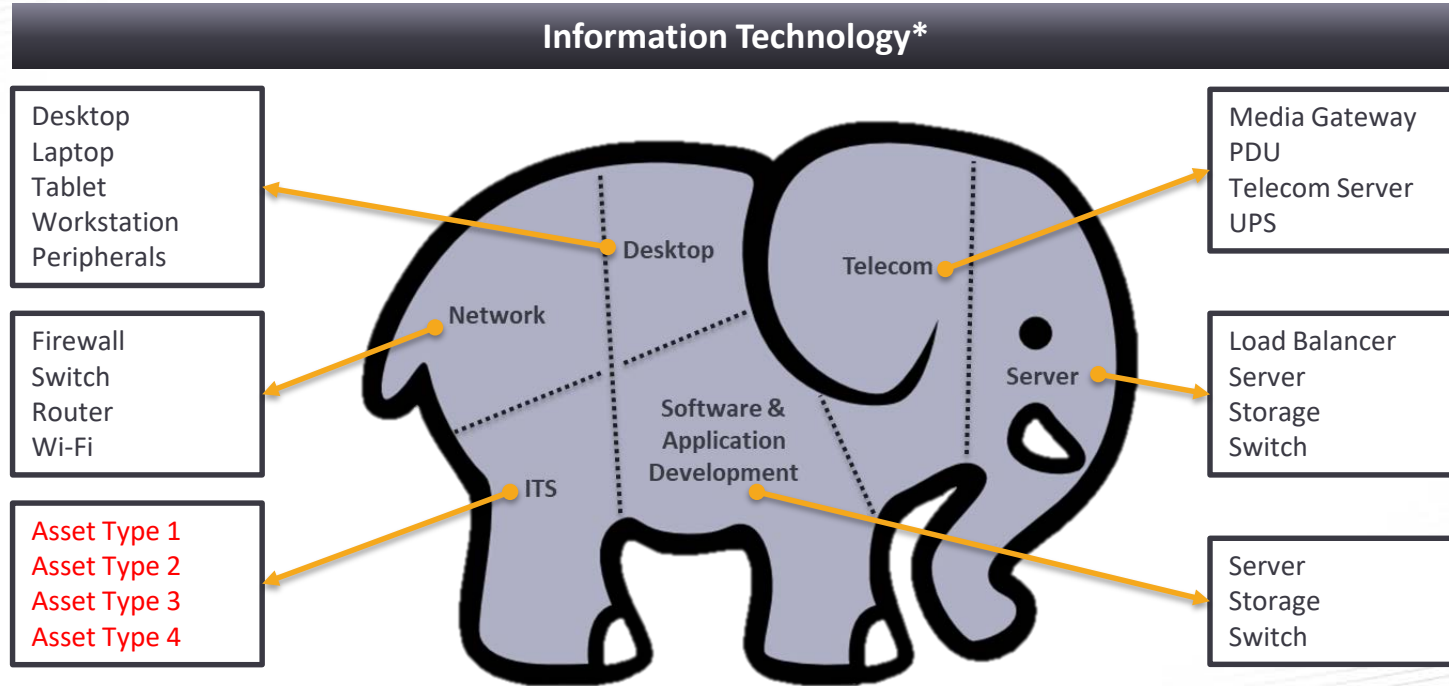


3. Improve manageable pieces.

1. Asset Class
2. Functional Groups
3. Asset Types
4. Asset Sub Types
5. Asset Attributes



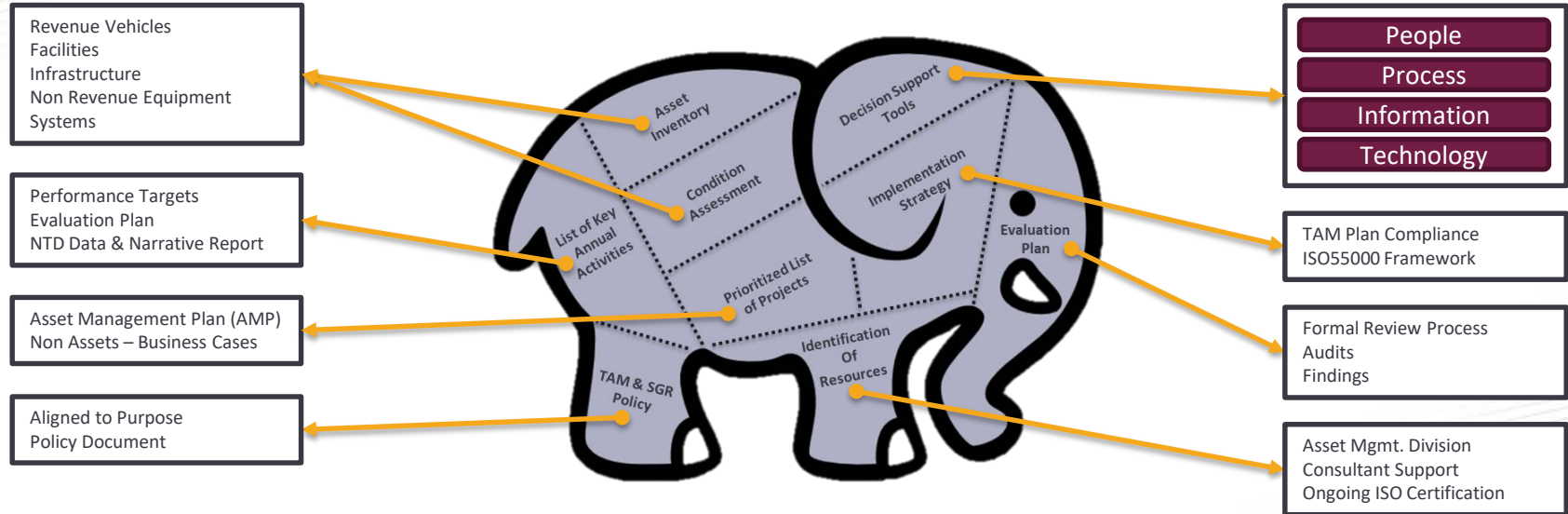
3. Improve manageable pieces.



*Hardware is our the first step, software is second.

3. Improve manageable pieces

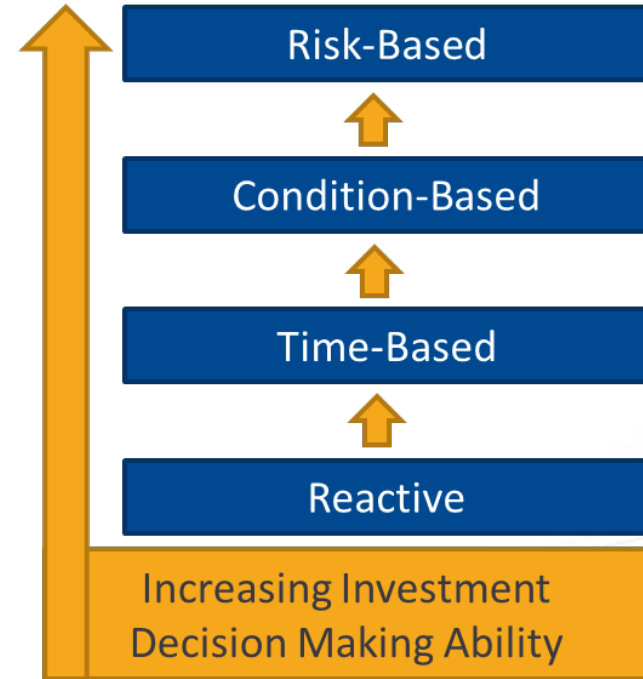
Transit Asset Management Plan



4. Stop Doing What Doesn't Work

Physical Condition Assessments:

Bus*	X
Light Rail Vehicles*	X
Infrastructure*	X
Passenger Facilities	✓
Maint. & Admin. Facilities	✓



Takeaways – You're never done.

1. Do the next right thing.
2. Don't make it more difficult than it needs to be.
3. Improve manageable pieces.
4. Stop doing what doesn't work.
5. Ask for help, you are not alone.

Presenter



Simon Smith

Director of Asset Management

AMCL, New York, NY

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We work in an asset-intensive industry



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Whatever role we play, we need information to make good asset decisions



Asset Managers



Capital Planning



Maintenance



Operations



Executives /
elected officials



PM /
Engineering



Performance
Management



Finance /
procurement

But the information we need is often missing...



...or sometimes even worse



Solving the Asset Information puzzle...

Using Asset Information to make decisions

Common transit Asset Information decisions and challenges

Improving your Asset Information

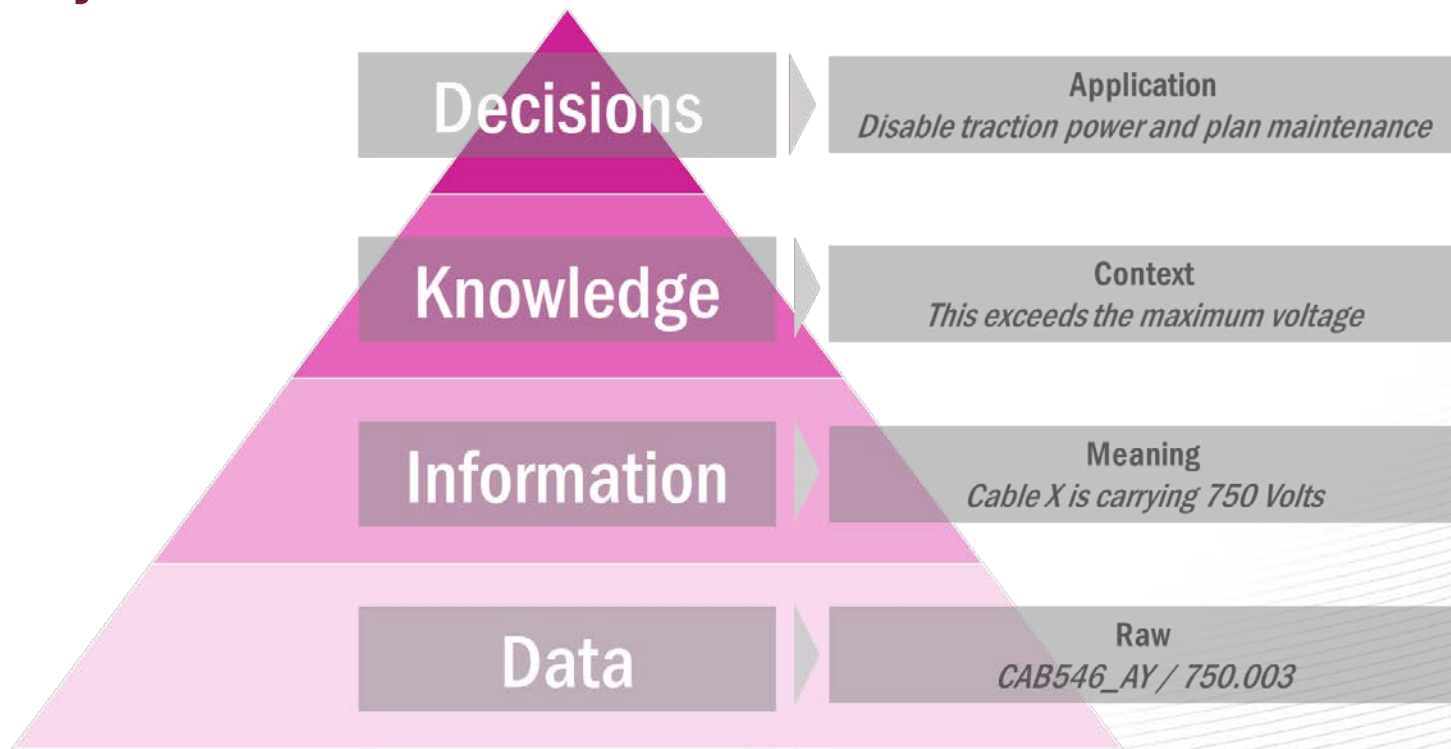
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Decisions rely on data



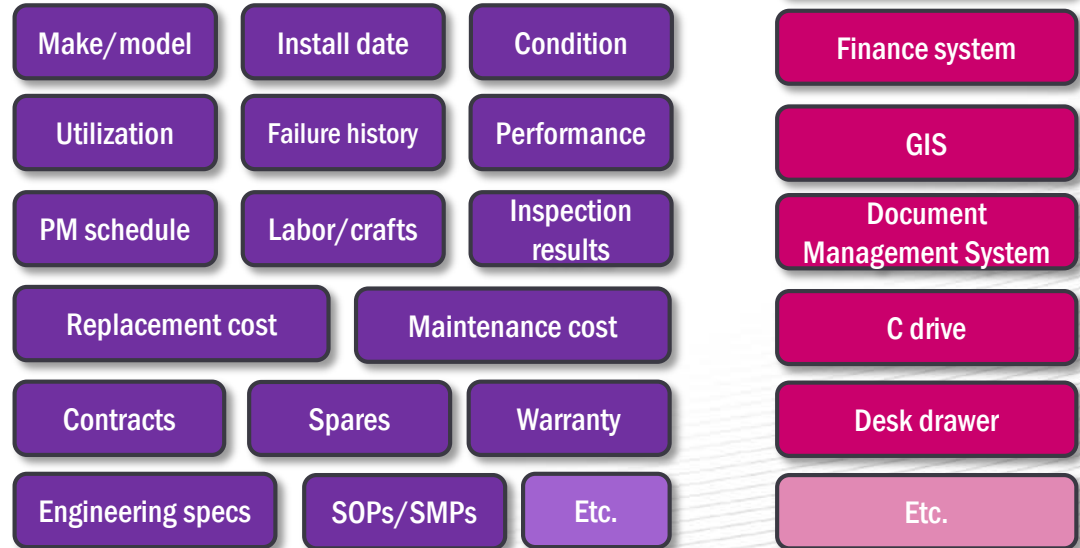
What is Asset Information?



“A combination of data about physical assets used to inform decisions about how they are managed, both for short-term operational purposes and for long-term strategic planning”



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Using Asset Information to make a decision



When should we replace this asset?

- What is it, and where is it? **Inventory**
- How old is it? **Install date**
- What condition is it in? **Condition**
- How much does it get used? **Utilization**
- How often and badly does it fail? **Failures**
- What will it cost to replace? **Replacement cost**
- What will it cost to continue maintaining? **Maintenance cost**

Now imagine you had 100,000s of assets...



Solving the Asset Information puzzle...

Using Asset Information to make decisions

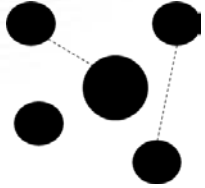
Common transit Asset Information decisions and challenges

Improving your Asset Information

Common transit Asset Management decisions



Common transit challenges with Asset Information



Information spread across multiple, unintegrated systems



Asset Information systems poorly configured, difficult to use



Poor quality or missing information, with information hard to locate and trust



Large volumes of unstructured data, particularly in paper form



Insufficient resources to adequately collect and maintain information



Unclear responsibilities for information management



Missing or inconsistently applied standards for recording information



Poor information handover from asset suppliers



Knowledge drain as people retire and take information with them

Solving the Asset Information puzzle...

Using Asset Information to make decisions

Common transit Asset Information decisions and challenges

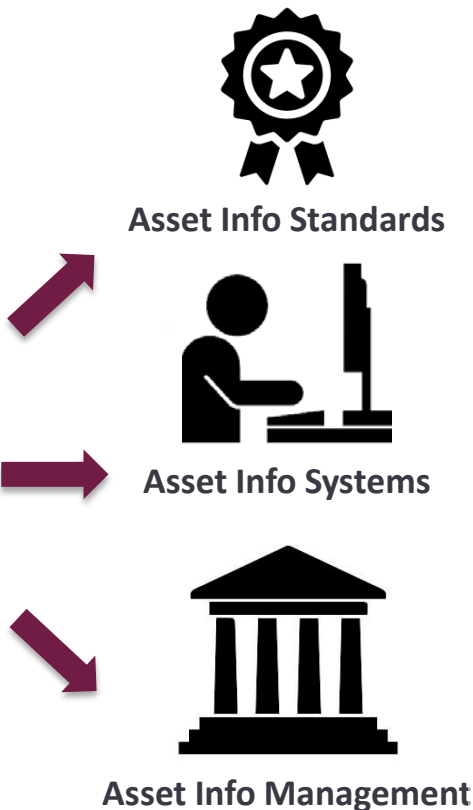
Improving your Asset Information

Improving your Asset Information



Objectives and Strategy

- Asset management decisions
- Information needs
- Asset Information objectives
- Asset Information strategy



Asset Info Standards

- What information
- Format and structure
- Quality
- Processes for managing it

Asset
Register

Maintenance



Asset Info Systems

- EAM system requirements
- System enhancements (functional, UI, etc.)
- New technology (mobile, etc.)
- Legacy system integration / consolidation
- Data load templates



Asset Info Management

- Information governance and responsibilities
- Data collection and migration
- Data quality audit program
- Training and coaching
- Resourcing

Example: Improving your TAMP



Objectives and Strategy

- **Objective:** Produce (improved) TAMP
- **Information needs:** Asset inventory, Install date, Condition / performance
- **Information objective:** improve inventory information completeness and accuracy for our most critical assets



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Asset Info Standards

- What inventory data needs to be collected
- Format, naming, hierarchy conventions
- Completeness and accuracy requirements
- Process for entering into EAM system



Asset Info Systems

- Add new fields to EAM system to reflect standard
- Introduce EAM system field validation
- Create data load templates



Asset Info Management

- Add data analyst resource
- Assess existing inventory data (completeness, accuracy, etc.) against the standard, identify gaps
- Plan and perform prioritized inventory data collection effort for most critical assets, in line with standard
- Clarify ownership for inventory data going forward

Solving the Asset Information puzzle...



Using Asset Information to make decisions



Common transit Asset Information decisions and challenges



Improving your Asset Information

Q&A with Today's Moderator and Speakers

- **Laura Zale**, Manager of Asset Management, Southeastern Pennsylvania Transportation Authority (SEPTA), Philadelphia, PA
- **Luke Westlund**, Manager – Business Analysis, Regional Transportation District, Denver, CO
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