



U.S. Department of Transportation Federal Transit Administration

#### **Presentation Materials**



#### www.transit.dot.gov/TAM

Select "TAM Events" in the sidebar and navigate to "Roundtables", then "2022 Transit Asset Management Roundtable"



#### **Zoom Logistics**



- There is no dedicated Q&A pod, only chat pod and direct messages
- Use Raise Hand tool or chat pod for Q&A in main room
- Please stay muted unless you're speaking in main room
- Go on camera and speak up in breakouts
- Closed captioning is available by clicking "Live Transcript", then selecting "Show Subtitle"
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Today's Session
Welcome/Recap
Presentations on Methods/Tools to Integrate TAM
Break
Breakout Group Activity
Break
FTA Panel
End of Roundtable





## Day 2 Takeaways



#### **Presentation Session: Methods/Tools to Integrate TAM**







**Emily Burns,** Seattle DOT **Noel Avison,** Denver RTD

**Ronnie Valdivia,** *MBT*A

# Incorporating Risk into Asset Management Plans

## Our Vision, Mission, Values, & Goals

Seattle is a thriving equitable community powered by dependable transportation. We're on a mission to deliver a transportation system that provides safe and affordable access to places and opportunities.

**Core Values & Goals:** Equity, Safety, Mobility, Sustainability, Livability, and Excellence.



## **Presentation Outline**

- Takeaways
- Transit AMP Background
- Risk Assessment Approach
- Implementation & Progress
- Resources



#### Seattle Department of Transportation TRANSIT ASSET MANAGEMENT PLAN





### Key Takeaways

In this presentation, you'll learn about SDOT's:

- Approach to Transit Risk Management
- Risk Integration into AMPs for Risk
   Informed Decision Making
- Tools to Assess, Visualize, and Manage Risk





# Seattle DOT: A Snapshot

- Seattle covers 53,500 hilly acres with challenging topology, 27% Right-of-Way
- ~1,200 Employees, >500,000 assets in central repository database
- Asset Management Program Established in 2007
- In 2016, voters approved the Levy to Move Seattle, the largest in the City's history



SDOT 2020 Asset Valuation:	>\$28 billion
Sidewalks / Curb Ramps:	\$9.4 billion
Pavement	\$9.2 billion
Bridges / Structures	\$8.7 billion
Transit system	\$179 million



#### **Transit Asset Management Plan Components**

- Provides technical, financial, performance, and risk information on the 2 Streetcar Lines, King Street Passenger Rail Station, and related structures
- Useful reference for decision-making and long-term planning to inform future year budgets
- Reference guide for decisionmakers
- Gap analysis and improvement plan to increase asset management, safety, and knowledge management
- Improvement & Monitoring Plan updated quarterly, risk assessment reviewed annually during Q3



#### **Transit Asset Management Plan Components**

ſ	<u>Table 1.3 – 2018 SDOT's Tr</u>						Table 6.1 – Improvement Plan and Monitoring Schedule						
As	Cateo	ory Perfo	rmance Measur							Responsible			
GUIDEWA		inty reno	interice measure				No.	ltem	Impact	Party	Cost	Timeline	Benefit
Bridge Bridge	Rolling S	tock 0 out o normal	of 10 streetcars will e I ULB of 40 years <sup>1</sup>				1	Carry out TAM policy and objectives to maintain or exceed performance targets	High	All (SDOT & KCM)	Incorporated in overhead	Annually	Meet TAMP rule
Bridge Retaining	Equipme	assets	will have a condition				2	TAM team to meet regularly to provide TAMP implementation oversight	High	All (SDOT & KCM)	Incorporated in overhead	Quarterly	Meet TAMP rule
Embedde Tangent E	Facilitie		1				3	Attending training or developing training for team members	High	All (SDOT & KCM)	Incorporated in overhead	Annually	Meet TAMP rule
Turnout a FACILITIES SLU Maint	Facilitie Infrasti	\$30.00				ltem 31:	4	Review TAMP for updates, update TAMP plan for 2024-2027	Required	All	Incorporated in overhead	By Sept. Annually, by Oct 2023	Meet TAMP rule
First Hill N	Infrasti	Q23.00		5 2	Item 3: Lack of stree	et car platform	5	Update Facility Condition Assessments	Required	A&PM	Request budget	By June 2022	Meet TAMP rule
SYSTEMS Train and	Infrasti	\$20.00			preventative ma	intenance	6	Update performance measures and targets for PSRC	Required	A&PM	Incorporated in overhead	Feb -April Annually	Meet TAMP rule
Catenary I	Infrasti	\$15.00				marking failure	7	Update asset inventory and condition assessment for KCM NTD reporting	Required	TMD/KCM	Incorporated in overhead	Feb -April Annually	Meet TAMP rule
Traction P Revenue ( Utilities Intelligent	Levels Service Levels Service	\$10.00		pood	Item 7: TVM failure	(overg	8	Review project prioritization for asset major maintenance or replacement Identify FTA/FRA Grant needs. Schedule grant requests for asset rehabilitation/ replacement.	High	All	Incorporated in overhead	Sept. Annually	Reduce financial risks
STATIONS King Stree Platform S Transit Isl	Service Levels Service	\$5.00 \$-		ng Likeli			9	Add Facilities EAM Module to Hansen, expanding use of software for asset management when prescribed	High	A&PM	Incorporated in O&M	By year end 2018	Work tracking, reporting, and asset knowledge
ROLLING S 300 series 400 series Capital Sp	Service Levels Service Levels of Service	f Househ Transit	5 0 10 5	Increasi	Incre	easing Cons	10	Update KCM ILA w/ a responsibilities RACI chart. Negotiate options for extending the agreement due to C3 uncertainty. Add TAMP language for data / reporting / AM req.	High	TMD	Incorporated in O&M	When ILA is updated	Reduces risk of unknown maintenance activities
L	3011100						11	Review streetcar revenue estimates to update budgeted O&M needs	Medium	Finance / TMD	Incorporated in O&M		Reduce financial risks



# **Benefits of Risk Management**

- Improve the transparency of decisions and benchmarking by explaining investment priorities in terms of risk
- Minimize costs and risks over the asset lifecycle
- Improve services and customer satisfaction while managing expectations
- Provide a consistent approach and criteria for assessing risks
- Improve financial efficiency, given scare resources
- Establish more sustainable decisions that link asset planning to long term financial planning



Figure 5.1 Risk Management Principles & Guidelines: ISO 31000:2009<sup>3</sup>

"What are the critical risks & how do we minimize them?"



# **Risk Assessment Stages**

- Define likelihood & consequence
- Identify, group, & establish business risk exposure
- Analyze exposure & determine risk treatment
- Assign risk to responsible parties
- Incorporate risk register into the TAMP
- Monitor, respond, and document changes over time





## **Define Likelihood**

	Table 1 - Risk Likelihood Ranking								
Ranking	Likelihood	Frequency	Description	Ranking					
			The threat can be expected to occur, or a very poor						
Almost	Near Certainty	9 out of 10	state of knowledge has been established on the						
Certain/Very High	(90%)	years	threat	5					
			The threat will quite commonly occur, or a poor						
	Highly Likely	7 out of 10	state of knowledge has been established on the						
Likely/High	(70%)	years	threat.	4					
			The threat may occur occasionally, or a moderate						
		Every 5 out of	state of knowledge has been established on the						
Moderate	Likely (50%)	10 years	threat.	3					
		Once per 2 or 3	The threat could infrequently occur, or a good state						
		year out of 10	of knowledge has been established on the threat.						
Unlikely/Low	Unlikely (20-30%)	years		2					
			The threat may occur in exceptional circumstances,						
		Once per 10+	or a very good state of knowledge has been						
Rare/Very Low	Remote (10%)	years	established on the threat.	1					



## **Define Consequence**

	Table 2 - Consequences Ranking									
Factor	Insignificant/Very Low	Minor/Low	Moderate	Major/High	Catastrophic/Very High					
	1	2	3	4	5					
Economic (replacement cost, damages to community, additional expenditures)	Less than \$50,000	\$50,000-\$250,000	\$250,000 -\$2.5 million	\$2.5 million to \$50 million	Greater than \$50 million					
Legal compliance	City fully complies and is on course with regulators to anticipate mandates	City agrees to compliance schedule and avoids lawsuits and fines.	City warned of compliance issues and adopts corrective action	City sued or fined for missing mandates. Expects to comply in 6 months to 1 year.	City liable for missing mandates. No viable plan to comply.					
Community impact	Community complaints	Unplanned disruption to multiple households, firms or community services / structures (<1 day)	Simultaneous unplanned disruption to multiple households, firms, or community services/structures (1 day to 4 days)	Unplanned disruption to large number of households (5 days to 29 days)	Unplanned disruption to essential service, e.g., lifeline route (long term, over 30 days)					
Human health and safety	No injuries or primary/secondary routes affected	Minor injuries and/or a secondary route affected	Serious injuries and/or multiple secondary routes affected	Single fatality or multiple serious injuries and/or a primary route affected	Multiple fatalities and/or primary routes affected					
Reputation	No adverse media (all week)	Local media criticize City for 1 week	Regional media criticizes City for 2 days	National media criticizes City for 2 days	National media criticizes City for 1 week					
Environment	Short-term damage	Limited but medium-term negative effect	Major but recoverable ecological damage	Heavy ecological damage, costly restoration	Permanent, widespread ecological damage					
Human Resources	Permanent staff turnover 0% to 10% per year	Permanent staff turnover 10% to 15% per year	Permanent staff turnover 15% to 20% per year	Permanent staff turnover 20% to 30% per year	Permanent staff turnover exceeds 30% per year					



# **Identify & Establish Business Risk Exposure**

# Asset Class	Asset	Failure Cause	Effect	Threat or Opportunity	Financial Strategic Risks Economic Downturn Eunding Availability Rising Interest Rates Downgraded Rising Material Pond Rating Prices
5 Bike/Ped Svstem	Transit Island Platforms /Shelters	Lack of streetcar platform preventative maintenance	Condition degradation to fair or poor; more rapid deterioration where lacking maintenance; graffiti / vandalism - mostly shelters; city reputation	Threat	Bond Kating Budget Prices MAP-21 Priorities Shortfall SDOT Enterprise Risk Maintenance Frequent Frequent Snowstorms Major Accident Damages Bridge or Streetcar Operations Litigation Sidewalk Tripping Litigation Litigation Staff Availability Succession Planning Earthquake Disables Infrastructure Deteriorating Facilities Operational



# **Analyze Business Risk Exposure (BRE)**

		Consequence									
Likelihood	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic	В					
5 Almost Certain	М	Н	Н	E	E						
4 Likely	М	М	н	н	E						
3 Moderate	L	М	М	н	Н						
2 Unlikely	L	L	М	М	н						
1 Rare	L	L	М	М	Н						

BRE = Likelihood x Impact



## **Risk Treatment**

**Business Rule:** Treatment actions must manage BRE level

Table 3. Risk Action					
Ris	k Rating	Action			
E	Extreme	Immediate action required to reduce risk			
н	High	Management attention required to manage risk			
NA	Medium	Management responsibilities specified and risk controls			
171	IVIEUIUIII				
L	Low	Manage by routine procedures			



### **BRE Treatment Plan and Analysis**

	Table 6. Risk Management Strategies
Avoid	Changing activity or asset management plan to eliminate the threat posed by an adverse risk; to avoid risk by clarifying requirements, obtaining information, improving communications, or acquiring expertise.
Transfer	Risk transference requires shifting the negative impact of a threat, along with the ownership of the response to a third party (e.g., insurance, or transfer responsibility to private or other public entity). This doesn't eliminate the risk.
Mitigate	Implies a reduction in the probability and/or impact of an adverse risk event to an acceptable threshold.
Accept	Retain the risk; Indicates decision to deal with a risk, or recognition of inability to identify any other suitable response strategy.



## **Risk Assessment Detail**

			Perceived	Treatment
Asset	Title	Description / Actions	Risk	Plan
		Project currently paused affecting schedule and budget. Construction		
	Item 24: Center City	may damage assets, cause adverse community/business impacts,	-	Mitigato
	Connector Construction,	traffic control issues. Heavier/longer vehicles add load to strained	-	witigate
Streetcar	Operational, Structural impact	roadway structures and require facility and rail changes.		
Streetcar	Item 6: Streetcar 3rd Party	Negotiations underway to renew the interlocal agreement.		
	Agreement renewal	Recommend mitigating some of this risk by adding a roles and		
		responsibility matrix and asset management language to the	н	Transfer
		agreement. Risk includes possible audit findings from unclear		
		oversight responsibilities.		
Vehicles	Item 18: Streetcar vendor	Streetcar vehicle vendor Inekon has not been responsive to contract		
	defunct, limited funding for	deliverables. Limited downstream funding available for streetcar		Mitigato
	overhauls	component replacement and maintenance. No vehicle as-built provided		wiitigate
		for FH.		
Transit Island	Item 3: Lack of streetcar	Lacking a preventative maintenance checklist for platforms/shelters;		
Platforms/Shelter	rsplatform preventative	vehicle damage, deterioration more rapidly in situation where they lack		
	maintenance	maintenance. Graffiti / vandalism - mostly on structures.	М	Transfer
TVM	Item 7: TVM failure	TVM: critical components may fail: batteries, CPU, printer		0
			L .	Accept
				-







#### Risk Response & Implementation Plan

- Operators
- Asset Maintainers
- Asset Owners
- Consultants
- Steering Committees
- Transportation Stakeholders & Partners
- Executive Team
- City Council / Mayor





## TAMP 2018–2022 Horizon - Summary

- Established baseline of known risks and actions
- Risk improves our ability to effectively invest in our assets at the right time to avoid foreseeable failures and maintain services
- •Obtained executive buy-in and developed risk champions
- Incorporated Risk Assessment into regular TAM Improvement Plan meetings



## TAMP 2018–2022 Horizon - Summary

- Decreased three high level risks during the horizon and likely reduce more during next review
- •Use as a critical component to our continual improvement process
- •Includes resiliency and climate change risks in the register
- Documents choices and elevates to the necessary organizational level based on management strategy





- SDOT Transportation Status & Condition Report
- <u>TAM Guide</u> includes SDOT examples
- Integrating Effective Transportation Performance, Risk, and Asset Management NCHRP 08-113, #985
- TAM Portal
- International Organization for Standardization <u>ISO 31000</u> Risk Management
- SDOT <u>Assets</u> Map, Seattle <u>Accessibility Route Planner</u>





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www.seattle.gov/transportation/about-us/assetmanagement





# Thank you!



BETTERN

We Make Lives Better Through Connections.

### Light Rail Vehicle Preventative Maintenance Scheduling Optimization

Noel Avison, Senior Business Intelligence Engineer

#### **Regional Transportation District (RTD)**

- RTD was created in 1969 in Colorado.
- Provides public transit services to over 3 million people located within its 2,342 square mile service area.
- Operates in eight out of the twelve counties in the Denver-Aurora-Boulder Combined Statistical Area in Colorado.
- Revenue Fleet:
  - 1,427 buses
  - 201 light tail vehicles (LRVs)
  - 66 commuter rail vehicles

July 21, 2022



#### **Operation & Maintenance Optimization**

- Cost of preventative maintenance (PM) vs cost of equipment related production losses
  - Corrective repairs
  - Loss of performance
  - Vehicle downtime
- Tradeoff between cost, performance, and risk
- Selecting the right interval
  - Manufacturers recommendation
  - Reliability Centered Maintenance analysis



#### RTD's LRV PM Schedule (Mileage Based)

- Siemens SD-100 and SD-160 Light Rail Vehicles
- PM types consist of inspections and part replacement/rebuilds
- Manufacturer recommended schedule
- 14.4 million miles in 2019

**Annual Milage** 14,000,000

РМ Туре	Scheduled Interval (Miles)	Avg Times Performed
PMA	7,000 - 8,050	2,000
PMC	21,000 - 24,150	667
PMD	40,000 - 46,000	350
PME	40,000 - 46,000	350
PMF	80,000 - 92,000	175
PMG	360,000 - 414,000	39
PMH	480,000 - 552,000	29
PMI	720,000 - 828,000	19
PMJ	850,000 - 977,500	16

#### RTD's LRV PM Schedule vs Actual(2018)

#### **Annual Milage** 14,000,000

РМ Туре	Scheduled Interval (Miles)	Avg Times Performed		Actual Interval	Avg Times Performed	Excess PMs
PMA	7,000 - 8,050	2,000	ſ	5,770	2,426	426
PMC	21,000 - 24,150	667		14,091	994	327
PMD	40,000 - 46,000	350		34,661	404	54
PME	40,000 - 46,000	350		34,621	404	54
PMF	80,000 - 92,000	175		74,766	187	12
PMG	360,000 - 414,000	39		356,564	39	0
PMH	480,000 - 552,000	29		453,878	31	2
PMI	720,000 - 828,000	19		670,689	21	1
PMJ	850,000 - 977,500	16		829,397	17	0

#### **Excess PM Parts and Labor Cost Estimate**

All-in Labor Rate

					_				
			Labor			Parts			
РМ Туре	Excess PMs	Average Duration (Hours)	Excess Labor	Labor Cost	:	Parts Per PM		Total Excess Parts	
PMA	426	5.4	2,303	\$ 126,652		\$	25	\$	10,661
PMC	327	4.5	1,471	\$ 80,893		\$	50	\$	16,342
PMD	54	4.6	248	\$ 13,639		\$	351	\$	18,923
PME	54	10.8	587	\$ 32,304		\$	76	\$	4,133
PMF	12	23.5	288	\$ 15,834		\$	2,041	\$	25,004
PMG	0	34.5	13	\$ 711		\$	5,154	\$	1,932
PMH	2	25.8	43	\$ 2,382		\$	12,730	\$	21,369
PMI	1	16.5	24	\$ 1,297	'	\$	6,720	\$	9,607
PMJ	0	46.6	19	\$ 1,049	)	\$	12,142	\$	4,968
		Total Labor:	4.996	\$ 274.762		Total Parts:		Ś	112.937

\$

55

 Total Excess Cost:
 \$ 387,699

#### Why were PM's being done early?

The PM scheduling process is a time consuming, manual process that relied on personal judgement.

- The schedulers are attempting to reduce train movements.
- LRV maintenance is required to report on late PMs, but not early PMs.
- The costs of doing early PMs was not well understood.
#### **Automated PM Scheduling Tool**

- Automatically generated each day
- Defined scheduling logic based on formulas
- Balances need for on-time maintenance and minimizing train movements
- Quicker and easier Saves >1 hour a day on scheduling time for supervisors
- Built using a business intelligence tool Microsoft Power BI

#### **Automated PM Scheduling Tool cont.**

III RID Power B	I Light Rail Opera	itions							LRV	PM Scł	neduling	Tool   Data	updated 5/	10/22 🗸								l	c 🕸	± <u>↓</u>
<b>命</b> Home			LF	RV PM S	ched	luling	List - B	lue is	ok to sc	hedu	ıle					_		~ ~ ~ ~		4				
☆ Favorites >		LRV Number	LRV Mileage	Next PM Mileage	Days Until	Miles Until	Miles Until Overdue	First PM Over	Complete PMs	Early PMs	Days Until	Days 🔨				C	)5/1	0/22	2 2:1	1 PN	1			
					PM	PM	PM	Due			ATS-90	ATS-730					Li	atest LAST_N	VETER_1_D	ATE				
Recent >		LRV342	162,701	162,701	0	0	-651	PM-C	A C	D E F	19	348	LRV Number	ATS 90 Due	ATS 730 Due	PM A Overdue	PM C Overdue	PM D Overdue	PM E Overdue	PM F F Overdue 0	M G Overdue	PM H Overdue	PM I Overdue	PM J ^ Overdue
+ Create		LRV251	966,153	966,153	0	0	-237	PM-E	E	AC	58	377	LRV101	7/22/22	2/8/23	3,531	18,581	39,481	39,481	79,481	54,305	303,199	647,400	259,499
A Datasata		LRV320	710,402	710,402	0	0	30	PM-A	А		56	390	LRV102	5/20/22	6/18/23	4,144	19,194	29,306	29,306	69,306	273,594	217,075	671,775	114,926
		LRV348	135,776	135,776	0	0	107	PM-A	А		60	702	LRV103	6/16/22	4/7/23	4,106	11,558	24,527	24,527	5,991	259,246	187,204	663,449	87,622
😨 Goals		LRV249	1,009,761	1,009,761	0	0	150	PM-C	A C		22	662	LRV104 <	6/2/22	2/28/23	3,542	18,592	17,094	31,268	42,206	272,939	197,507	692,839	97,861
		LRV331	214,536	214,536	0	0	246	PM-A	A		45	284			ATS-9	0 Sort	t			-	TS-7	30 So	rt	
🕀 Apps		LRV235	1,068,311	1,068,311	0	0	277	PM-C	AC	G	74	296	LRV	Miles Unt	l Comple	te Farly	- Davs D:	31/5	LRV	Miles Unti	Compl	ete Farly	Dave	Davs
-8 ci i iii		LRV302	722,729	722,729	0	0	349	PM-A	AI	DE	54	342	Number	Overdue	PMs	PMs	Until U	ntil	Number	Overdue	PMs	PMs	Until	Until
g Shared with me		LRV106	1,696,564	1,696,564	0	0	350	PM-A	AD		45	416		PM			ATS-90 AT	TS-730		PM			ATS-90	ATS-730
Deployment pipelines		LRV213	1,247,868	1,247,868	0	0	410	PM-A	AF		58	250	LRV124	5,83	3 A	DE	-1	368	LRV324	6,63	3 A		18	7
34 Deployment pipelines		LRV247	1,016,434	1,016,434	0	0	410	PM-A	A		22	377	LRV229	3,49	9 E	А	0	330	LRV326	3,90	2 A		22	36
🛄 Learn		LRV127	1,333,013	1 180 736	0	0	402		AC		24	208	LRV137	47	6 A		1	368	LRV347	3,52	A	С	64	67
		LRV220	1,105,750	1 278 405	0	0	471	PM-A	Δ		1	368	LRV145	4,98	3 A E		1	283	LRV336	5,81	A		58	82
		LRV266	889.078	889.078	0	0	470	PM-A	A		54	296	LRV135	2,33	5 ACDE		2	275	LRV330	2,53	A		80	86
Workspaces /		LRV264	955,425	955.425	0	0	527	PM-C	AC		60	247	LRV262	1,72	2 A D		2	275	LRV337	4,94	AC		69	99
🕅 Light Rail Op.,, 🕀 🗸		LRV334	217.801	217.801	0	0	542	PM-A	A		14	156	LRV290	2,50	3 AF		2	298	LRV352	6.24	S AC	C	50	120
		LRV237	1,054,655	1,054,655	0	0	557	PM-A	A		51	249	LRV207	4.36	7 AC		4	294	LRV332	54		C	14	156
		LRV244	1,026,674	1,026,674	0	0	594	PM-A	А		58	299	LRV217	5.06	7 CDE	А	5	258	LRV339	3.02	3 A		36	156
		LRV117	1,645,153	1,645,153	0	0	680	PM-A	А		10	313					PM Ma	n Hours	Nevt					
		LRV133	1,279,637	1,279,637	0	0	689	PM-A	А		86	456					1 141 1410	in nours	SINCAL	14 Days				
		LRV253	1,002,325	1,002,325	0	0	710	PM-C	С	E	61	277		601										
		LRV351	129,278	129,278	0	0	813	PM-C	A C		22	473	600											
		LRV288	776,837	776,837	0	0	836	PM-A	A C	E	59	338												
		LRV139	1,236,217	1,236,217	0	0	906	PM-A	Α		43	345	a too											
		LRV281	927,948	927,948	0	0	947	PM-C	C F	Α	31	480	ad 400											
		LRV350	130,679	130,679	0	0	950	PM-C	С	А	34	459	ours											
		LRV129	1,372,049	1,372,049	0	0	951	PM-G	G	Α	77	270	± 200											136
		LRV238	1,040,461	1,040,793	2	332	1,042	PM-D	CDE	A	64	275		7	8 75		40 -	93	111	81 86	64		85	59
		LRV228	1,184,335	1,184,335	0	0	1,105	PM-A	A		83	270				18	40 3	56				26		
		LRV231	1,188,025	1,188,025	0	0	1,172	PM-C	AC	-	24	318	0	0	2		4	6		8	10		12	14
		LRV282	900,927	900,953	- 1	26	1,178	PM-C	AC	E -	78	244		-	-		-	D	ays Until P	м				

#### **Mileage Based PM Reduction**

#### Annual Milage 14,000,000

	2022 Average	Avg Times	2019 Avg Intonval	Avg Times		Reduced
Ригтуре	Interval	Performed	2010 Avg interval	Performed		PMs
PMA	7,459	1,877	5,770	2,426		550
PMC	21,724	644	14,091	994		349
PMD	42,919	326	34,661	404		78
PME	42,333	331	34,621	404		74
PMF	82,481	170	74,766	187		18
PMG	362,352	39	356,564	39		1
PMH	483,035	29	453,878	31		2
PMI	720,514	19	670,689	21		1
PMJ	859,032	16	829,397	17		1

#### **Estimated Annual Savings**

All-in Labor Rate

\$ 55

			Labor	Parts						
Reduced		Average	Saved	Labor Cost	Dente Den D		Total Saved			
Pivi Type	PMs	Duration	Labor	Labor Cost	Pari			Parts		
PMA	550	5.4	2,967	\$ 163,205	\$	25	\$	13,738		
PMC	349	4.5	1,571	\$ 86,392	\$	50	\$	17,453		
PMD	78	4.6	357	\$ 19,662	\$	351	\$	27,278		
PME	74	10.8	796	\$ 43,762	\$	76	\$	5,599		
PMF	18	23.5	412	\$ 22,638	\$	2,041	\$	35,747		
PMG	1	34.5	22	\$ 1,190	\$	5,154	\$	3,233		
PMH	2	25.8	48	\$ 2,642	\$	12,730	\$	23,701		
PMI	1	16.5	24	\$ 1,310	\$	6,720	\$	9,700		
PMJ	1	46.6	27	\$ 1,492	\$	12,142	\$	7,071		
		Total Labor:	6,224	\$ 342,293	Tota	l Parts:	\$	143,520		

 Total Savings:
 \$ 485,813

July 21, 2022



- Clearly communicate opportunity to the business group.
- Understand all the business challenges in the way of achieving the objective.
- Simplify and standardize the process.
- If possible, provide a solution that makes things easier.



## We Make Lives Better Through Connections.

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Tools & Methods To Integrate TAM

Solutions for Asset Data Handover from Capital Projects

Ronnie E. Valdivia Director, Asset Management, MBTA

July 21, 2022





- Intro to MBTA
- Problem Statement The Gap
- In-Flight Capital Projects
- Future Capital Projects
  - Contractual Solutions
  - MBTA Pilot and Lessons Learned
- Post-handover Keeping data up to date



## History of the T

#### Birthplace of public transit in the U.S:

- 1631 Ferry Service
  - First chartered transit service in U.S.
- 1793 Stagecoach between Boston and Cambridge
- 1856 Horsecar on rails
- 1889 Electric Streetcar
  - Today's Green Line C Branch
- 1900's First articulated car
  - Two, 20-foot streetcars to maneuver thru Boston's twisting & narrow streets.
- 1897- North America's first subway tunnel
  - Tremont Street; Today's Gov't Center <-> Park Street <-> Boylston





#### The T's many names:

- West End Street Railway
- Boston Elevated Railway Company (BERy)
- Metropolitan Transit Authority (MTA)
- Massachusetts Bay Transportation Authority (MBTA)



# T & A Snapshot

- 175 Cities and Towns across the Greater Boston area
  - HR: Red, Orange & Blue; LR: Green Line & Mattapan High Speed Trolley Line
- Transit Rail: 293 miles of Track across 5 lines
- **Bus**: 173 Bus Routes with 5 bus rapid transit lines (Silver Line)
- **Ferry**: Boston Harbor -> Charlestown, Logan Airport, Hull & Hingham
- The RIDE: On-demand pick-up and drop-off transit service
- Commuter Rail: Over 699 miles of track across 15 lines
- 1.3 Million Daily Passengers (pre-Covid)
- 100% Renewable Electricity as of January 2021







## The Problem

#### The Email:

Subject: Certificate of Inspection and Acceptance & Certificate of Occupancy	
Good Afternoon,	
hope this message reaches everyone well. On behalf of the <b>support toward the</b> project team, I want to thank each person and department for all the support toward the progress and completion of this project. We understand many construction projects are going on throughout the MBTA's system, and each department must support each of these projects in som form or fashion. We appreciate all the assistance provided to this project.	e 2
Attached is the Certificate of Occupancy and the Form 9, the Certificate of Inspection and Acceptance, of	
to Operations & Vehicle Engineering.	
Fhank you again for your support.	

The Reply:

Are the assets loaded into EAM?



# The Gap

- TAM Rule = Immediate compliance
  - Minimal requirements
  - Initial round of inventory and condition assessments completed
  - Only captured in-service assets









# T D D D D D In-Flight Capital Projects

#### Limited Options

- Change Orders
  - Costly
  - Need to secure additional funding
- 3<sup>rd</sup> Party
  - Contractors
    - Created "Asset Information Coordinators"
    - Also requires additional funding



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## **Future Capital Projects**

- Solution: Contractual Language for TAM requirements in initial scope
- MBTA Pilot for TAM Contractual Language
  - First attempt to an organized handover asset data
  - Goal: Identify gaps for standards, procedures, and develop hands on experience with a relatively new department



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## **GLX Project - Asset Data Collection**

- Green Line Extension 2 branches
- First major Capital project with Asset Management deliverables
  - Critical support for E&M:
    - Loading asset data into EAM for Service Requests, Work Orders, and PMIs.
    - Gathering OEM manuals and training material
- AM Deliverables were tied to revenue milestones
- Weekly meetings with the contractor





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## **GLX Project - Asset Data Collection Progress**

#### Branch 1

- Vehicle Maintenance Facility and Transportation Building
- Union Branch
  - All asset data received, and assets loaded into EAM
  - Assets available in EAM prior to commissioning
- Assisted Reliability Resolution Task Force which tracks all pre-commissioning failures

#### • Branch 2

- Medford Branch ADIS submitted on 5/13/22
- Initial round of Safety and System critical assets are loaded







GLX Branch 1 had:

- 1 mile of track
- 60,000 assets
- 67,788 data points
- Branch 2 is double

## T

#### Lessons Learned

- Parallel development of:
  - Naming conventions
    - EAM limitations
    - Reconciliation with already existing naming systems
  - Tagging requirement
  - Asset Data Information Sheet (ADIS)/Mechanism for data collection
  - Modifying as new assets were identified (smaller assets, name changes, etc.)



- Updating of:
  - Hierarchies
  - Symptom Codes
  - Creation of Business Process

#### • Timing of deliverables was most important lesson learned:

- Operations and Maintenance Support
- 90-days prior to Operational Need
  - Validation
  - Data loader creation
  - Test/Prod/etc.



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#### **Future Iterations**

- New contract language under development
  - GLX Pilot as foundation
  - Universal template for various projects (Rolling Stock vs Infrastructure)
  - "Buy-in" from Capital Programs/Delivery Teams
    - Language needs to be included in scope by default
    - Properly communicate expectations to Project Teams
    - Effort to reconciliate afterwards is always more difficult
  - Centralized group to create initial scope (MBTA Office of Chief Engineer)
- Also developing language for Operator contract
  - Commuter Rail
  - Ownership of data
  - Expectations to align with Transit side



# T D G G G G G Post-Handover

- Now that assets are handed over/loaded....what now?
- Keeping it up to date & useful Boots on the ground is key!
  - Mobile Focus/Tablets
  - Training
  - Workshops with end-users
  - Development partnership with EAM
    - SGR Module
  - IT infrastructure
    - On-prem vs AWS



#### Fast Facts

- 82 tablets deployed
- 68 with IT for configuration
- 300 by end of FY24
- Migrated to AWS on 9/17/2021
- Next software update under test





MBTA TRANSIT ASSET MANAGEMENT

## END



## **Protocols for Q&A**



- Use "Raise Hand" tool or the chat pod to ask questions
  - If you would like to come off mute to ask your question, please use the "Raise Hand" tool and wait to be called on



- No Q&A pod: Everyone can see what's submitted to the chat pod
- Be clear who your question is directed to
- We will do our best to get to all questions but may not have time to do so





### Q&A







#### Next activity: Breakout group discussions



## **Instructions for Breakout Group Activity**



- Groups are organized by peer group
- Group will have ~40 minutes for discussion and ~15 minutes for report back and open discussion
- Breakout groups will each have a team of facilitators that will guide the discussion
- Discussion questions were shared with registrants via email
- Zoom whiteboard, an interactive tool, will be utilized during the activity
- You will be automatically sent to and brought back from your breakout group, be careful not to leave meeting instead of breakout



### Zoom whiteboard



- Participants can come off mute/on camera and speak during the activity but also have the option of sharing thoughts via Zoom whiteboard
- Roundtable support team will explain how to use Zoom whiteboard once everyone is in their breakout room





### **Report Back & Open Discussion**







#### **Next activity: FTA Panel**





### **FTA Panel**





#### **National Transit Database**

July 2022

**Transit Asset Management Virtual Roundtable** 

Murtaza Naqvi <u>murtaza.naqvi@dot.gov</u>

Federal Transit Administration Office of Budget and Policy Office of Strategic Planning and Analysis Analysis Division



U.S. Department of Transportation Federal Transit Administration

### **National Transit Database**

Purpose, function, and other activities supported by the NTD

- Data tables for the apportionment of formula funds
- Safety event reporting
- Transit asset management condition assessments and performance targets
- Peer comparisons and benchmarking
- Conditions & Performance Report to Congress
- Research, planning, and management of transportation programs

National Totals from 2020 NTD Annual Reporting (by Asset Class)								
	Active Vehicles	Active Vehicles Past ULB						
<b>Revenue Vehicles</b>	147879	29748						
Service Vehicles	30929	11192						
	Facilities with Condition	Facilities with Condition Rated						
Facilities	Assessment	Below 3						
	10311	1091						
	Miles of Revenue Track with	Miles of Track under						
Trackwork	Capital Responsibility	Performance Restriction						
	10222	382						



### **NTD and Transit Asset Management**

- You should be refreshing your facility condition assessments for this upcoming <u>NTD report year.</u>
- <u>TAM Performance Measures Fact Sheet: summary of what asset data is reported</u> <u>into the NTD</u>
- <u>National Transit Database Manuals Webpage: comprehensive Reporting Policy</u>
- 2022 Asset Inventory Module Reporting Tuesday, November 8, 2022
  - Please Join the NTI Mailing List to know when registration opens for upcoming webinars @ <u>https://www.ntionline.com/</u>
  - Previous Webinars are recorded and made available for viewing on <u>NTI's YouTube</u> site
- NTD Data Reports and other data products

## **Upcoming Topics from the NTD Program**

- Interest in transit fleet sustainability
  - Need for better quality fleet level fuel economy and performance
  - Federal Register Notice for NTD Reporting Changes and Clarifications
  - Need for uniform classification systems for asset data across FTA systems
- FTA's geographic and geospatially enabled data
  - National Transit Map and GTFS
  - Improving services for *facilities*, *service*, *safety and security* data collection
- Consolidated asset inventory and tool redesigned with improved functionality for *peer comparison* and *summary tables*



#### Public Transportation Agency Safety Plans FTA Transit Asset Management Roundtable

#### **Stewart Mader**

Program Analyst (Policy) Office of Transit Safety and Oversight Federal Transit Administration

Thursday, July 21, 2022



U.S. Department of Transportation Federal Transit Administration

## **Public Transportation Agency Safety Plan**

#### Background

- FTA published the Public Transportation Agency Safety Plan (PTASP) Final Rule in July 2018, which applies to certain operators of public transportation systems that receive Federal funds under FTA's Urbanized Area Formula Grants and rail transit agencies in the State Safety Oversight Program
- PTASP requires applicable transit agencies to develop Agency Safety plans (ASPs) that include the processes and procedures to implement Safety Management Systems (SMS)
- FTA established the PTASP Technical Assistance Center (TAC) to help transit agencies meet PTASP regulation requirements
  - As of July 20, 2021, 100 percent of applicable transit agencies and States certified that they met the PTASP requirements
# **Public Transportation Agency Safety Plan**

#### **Ongoing Initiatives**

- Revise PTASP regulation to incorporate new Bipartisan Infrastructure Law requirements
- Support agencies with ongoing implementation of ASPs and SMS activities via technical assistance webinars and resources, including:
  - <u>ASP Directory</u>
  - Frequently Asked Questions
  - Responses to inquiries through the TAC Help Desk open Monday – Friday 9 a.m. - 8 p.m. ET



# **Agency Safety Plans and TAM Plans**

#### **A**gency Safety Plan

- Approach to improving transit safety based on Safety Management Systems (SMS) principles and methods
- Risk- and performance-based
- Focused on overall system

SMS elements Safety Risk Management and Safety Assurance provide mechanisms for assessing, managing, and monitoring risk and performance



TAM-related inspection and maintenance records provide data used in Safety Risk Management and Safety Assurance activities

#### Transit Asset Management (TAM) Plan

- Strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing capital assets
- Supports managing performance, risk, and costs over asset life cycles
- Focused on capital assets

## **Contact Information:**

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## Transit Asset Management (TAM) and FTA Oversight

Hope Jensen, Esq. Office of Program Oversight Director Office of Transit Safety and Oversight Federal Transit Administration

Thursday, July 21, 2022



U.S. Department of Transportation Federal Transit Administration

# Transit Asset Management (TAM) – Program Oversight

- The Comprehensive Oversight Review Program (CORTAP) conducts approximately 240 Triennial and State Management Reviews Annually
  - Reviews are conducted on a three-year cycle
  - Reviews are not in-depth audits but rather provide FTA with a basic assessment of a recipient's compliance status
  - Recipients found to have compliance deficiencies are issued findings and corrective actions and may be offered additional technical assistance to address compliance issues
  - Oversight data and records are stored in OTrak
- Transit Asset Management was added to the <u>CORTAP Contractor's Manual</u> in FY2019 as the 21<sup>st</sup> review area



## **TAM Areas of Review**

- Has a TAM plan or group TAM plan been developed?
- Did the recipient develop the correct tier TAM plan containing all required elements?
- Has an accountable executive been designated and assigned responsibility?
- If the recipient is a group plan sponsor, have they fulfilled their obligations in the development of the group TAM plan, including coordination with participants and made it available to all participants?
- Does the recipient monitor subrecipients for compliance with TAM requirements?
- Has the recipient set performance targets annually, were they calculated correctly and approved by the accountable executive?
- Does the recipient share its TAM plan, any supporting records or documents, performance targets, investment strategies, and annual condition assessment report with the state and/or MPO that provides funding?

# Top 5 TAM Findings for Triennial and State Management Reviews (FY19 and FY21)

Deficiency Description	Total Deficiencies
1. No designation of accountable executive	9
2. TAM plan elements missing	7
3. Insufficient oversight of subrecipients for TAM requirements	5
4. Performance targets not set annually	4
5. No designation of accountable executive by group plan participant	3

## **Contact Information:**

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## Volpe Center TAM Roundtable State of Good Repair Grant Funding (Section 5337)



U.S. Department of Transportation Federal Transit Administration July 21, 2022

# State of Good Repair Grants (§ 5337)

#### Formula Funding



- \$21.6B over five years
- Eligible Recipients: States and local governmental authorities
- Eligible Activities: maintenance of fixed guideway and high intensity motorbus systems in state of good repair
  - Development and implementation of TAM plan
- Eligibility requirement: projects must be in TAM plan

#### Rail Vehicle Replacement Grant Program



- New in Bipartisan Infrastructure Law
- \$300M per year over five years (\$1.5B)
- Eligible Recipients: States and local governmental authorities
- Eligible Activities: Replacement of rail rolling stock
- Funding can be allocated in multiyear grants
- Same TAM plan requirements as formula funding



## **Grant Funding and TAM Plans**

- Capital projects **must** be in the TAM plan to receive Section 5337 funds
  - Development and implementation of a TAM plan can be funded by 5337 funds
- The TAM plan is a useful tool for other FTA funding
  - Many FTA formula and discretionary competitive grants can fund capital
  - A TAM plan supports application requirements or evaluation criteria by demonstrating capital needs





# State of Good Repair (5337) Funding

	FY21 enacted**	FY22	FY23	FY24	FY25	FY26	
	(in millions)	(in millions)					
High Intensity Fixed Guideway*	\$2,619.71	\$3,994.20	\$4,063.69	\$4,153.28	\$4,225.17	\$4,316.37	
High Intensity Motorbus	\$76.85	\$117.17	\$119.23	\$121.84	\$123.95	\$126.63	
Competitive Grants For Rail Vehicle Replacement		\$300	\$300	\$300	\$300	\$300	
5337 State of Good Repair Total	\$2,723.8	\$4,465.53	\$4,537.78	\$4,630.93	\$4,705.68	\$4,800.50	
* Totals include amounts for oversight and administrative takedowns and transfers to the Office of Inspector General.							

\*\*FY21 enacted may include additional appropriations above the FAST Act authorized amounts

## **Resources and Contacts**

- Bipartisan Infrastructure Law Website: <u>https://www.transit.dot.gov/BIL</u> FAQs \* Fact Sheets \* External webinar recording \* Sign up for email updates
- Grant Programs: <u>https://www.transit.dot.gov/grants</u>
  \* Sign up for email updates
- State of Good Repair Website:

https://www.transit.dot.gov/funding/grants/state-good-repair-grants-5337

- Transit Asset Management and State of Good Repair Website: <u>https://www.transit.dot.gov/regulations-and-guidance/asset-management/state-good-repair</u>
- Contact
  <u>Donna.lken@dot.gov</u>
  202-366-0876





## Transit Asset Management and Performance Based Planning and Programming

#### July 21, 2022

#### **Colby McFarland**

Office of Planning and Environment TPE-10

Federal Transit Administration

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U.S. Department of Transportation Federal Transit Administration The contents of this webinar do not have the force and effect of law and are not meant to bind the public in any way. This document is intended only to provide clarity to the public regarding existing requirements under the law or agency policies. Grantees and subgrantees should refer to FTA's statutes and regulations for applicable requirements of Performance Based Planning and Programming and Transit Asset Management.

# What is Performance Based Planning and Programming?

#### **Performance Based Planning**

is a performance-driven, outcome-based program that provides for a greater level of transparency and accountability, improved project decision making, and more efficient investment of Federal transportation funds.



# Integrating Transit Asset Management and Performance Based Planning and Programming

- Develop a Transit Asset Management Plan and Strategic Goals
- Use the PBPP Process to communicate the need and goals of the agency
- Use performance data and trends to secure funding and guide investments through strategic decisions
- Prioritize investments in assets based upon how they meet performance goals



## Transit Service Levels and the "New Normal"

#### The Future of TAM and PBPP

- Right-sizing transit service levels and assets to meet the needs of the "new normal"
- Meeting Climate Change Initiatives and Zero Emission Goals

#### Let's Work Together

- Utilize peer review tools like FTA's National Transit Database Group Summary
- Industry Organizations, Conferences and Roundtables on Notable Practices



### **Moderated Q&A**



## **Protocols for Q&A**



- Use "Raise Hand" tool or the chat pod to ask questions
  - If you would like to come off mute to ask your question, please use the "Raise Hand" tool and wait to be called on



- No Q&A pod: Everyone can see what's submitted to the chat pod
- Be clear who your question is directed to
- We will do our best to get to all questions but may not have time to do so





## Q&A







- Key takeaways
- Thank you for attending the 2022 Virtual TAM Roundtable!
- Please fill out the evaluation when you exit the session





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