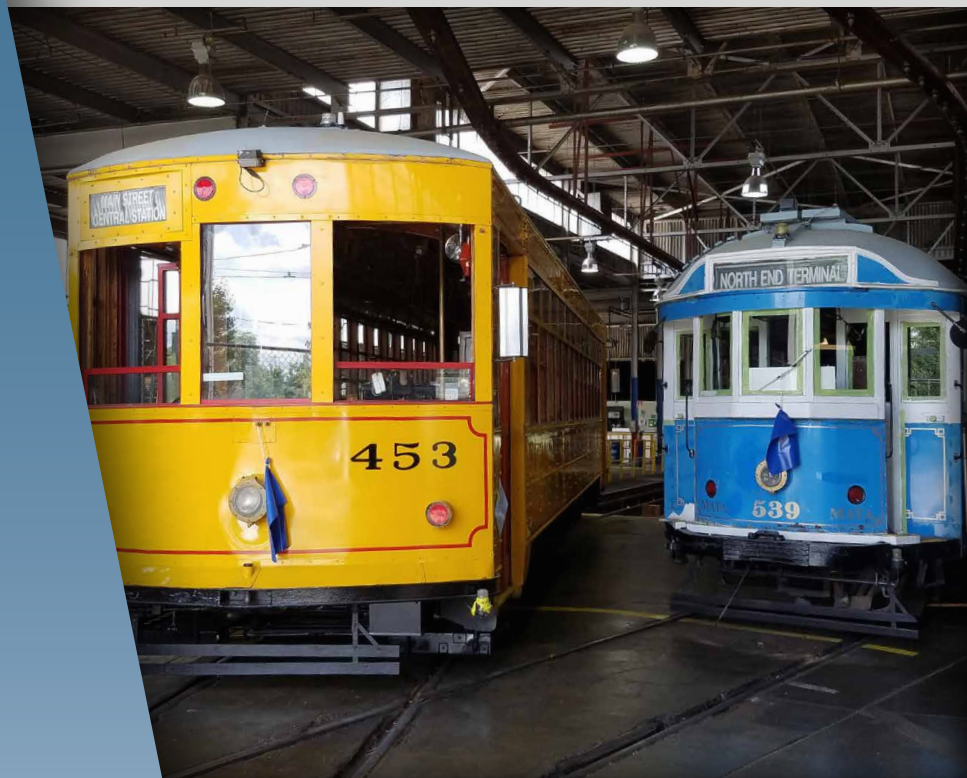


Transit Asset Management State of the Practice Pilot Program Summary Report



PREPARED BY
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U.S. Department of Transportation
Federal Transit Administration

DECEMBER

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COVER PHOTO

Courtesy of Tara N. Echols, Transportation Program Analyst, U.S. DOT

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DECEMBER 2024

FTA Report No. 0271

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Federal Transit Administration
Office of Research, Demonstration and Innovation
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

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Metric Conversion Table

SYMBOL	WHEN YOU KNOW	MULTIPLY BY	TO FIND	SYMBOL
LENGTH				
in	inches	25.4	millimeters	mm
ft	feet	0.305	meters	m
yd	yards	0.914	meters	m
mi	miles	1.61	kilometers	km
VOLUME				
fl oz	fluid ounces	29.57	milliliters	mL
gal	gallons	3.785	liters	L
ft ³	cubic feet	0.028	cubic meters	m ³
yd ³	cubic yards	0.765	cubic meters	m ³
NOTE: volumes greater than 1000 L shall be shown in m ³				
MASS				
oz	ounces	28.35	grams	g
lb	pounds	0.454	kilograms	kg
T	short tons (2000 lb)	0.907	megagrams (or "metric ton")	Mg (or "t")
TEMPERATURE (exact degrees)				
°F	Fahrenheit	$\frac{5(F-32)}{9}$ or $\frac{(F-32)}{1.8}$	Celsius	°C

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188		
<p>The public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p>					
1. REPORT DATE 12/2024	2. REPORT TYPE Final Report	3. DATES COVERED 03/2023 - 05/2024			
4. TITLE AND SUBTITLE Transit Asset Management State of the Practice Pilot Program Summary Report		5a. CONTRACT NUMBER			
		5b. GRANT NUMBER			
		5c. PROGRAM ELEMENT NUMBER			
6. AUTHOR(S) AECOM Technical Services, Inc. 300 S. Grand Ave Suit 900 Los Angeles, CA 90071		5d. PROGRAM NUMBER			
		5e. TASK NUMBER			
		5f. WORK UNIT NUMBER			
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Federal Transit Administration U.S. Department of Transportation Office of Research, Demonstration and Innovation 1200 New Jersey Ave., SE Washington, DC 20590		8. PERFORMING ORGANIZATION REPORT NUMBER FTA: 0271			
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Department of Transportation Federal Transit Administration Office of Research, Demonstration and Innovation 1200 New Jersey Avenue, SE, Washington, DC 20590		10. SPONSOR/MONITOR'S ACRONYM(S) FTA			
		11. SPONSOR/MONITOR'S REPORT NUMBER(S) FTA Report No. 0271			
12. DISTRIBUTION/AVAILABILITY STATEMENT Available from: National Technical Information Service (NTIS), Springfield, VA 22161; (703) 605-6000, Fax (703) 605-6900, email orders@ntis.gov ; Distribution Code TRI-30					
13. SUPPLEMENTARY NOTES [www.transit.dot.gov/research-innovation/fta-reports-and-publications] [https://www.transit.dot.gov/about/research-innovation] [https://doi.org/10.21949/9b69-yq42] Suggested citation: Transit Asset Management State of the Practice Pilot Program Summary Report. Washington, D.C.: United States Department of Transportation, 2024. https://doi.org/10.21949/9b69-yq42 .					
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15. SUBJECT TERMS Transit Asset Management (TAM) Plans, TAM implementation, Asset Management (AM) Programs, pilot review, 4-Pillar Approach, succession planning/ training, data standardization, prioritization, technology integration					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES 34	19a. NAME OF RESPONSIBLE PERSON
a. REPORT Unclassified	b. ABSTRACT Unclassified	c. THIS PAGE Unclassified			19b. TELEPHONE NUMBER

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Abstract

The Federal Transit Administration (FTA) initiated the TAM State of the Practice Report to review Transit Asset Management (TAM) Plans and Asset Management (AM) programs nationwide. The goal was to identify AM processes and efforts implemented at various agencies and promote best practices and exemplary methods for TAM implementation.

Executive Summary

The Federal Transit Administration (FTA) initiated the TAM State of the Practice Report to review Transit Asset Management (TAM) Plans and Asset Management (AM) Programs nationwide. The goal was to identify AM processes and efforts implemented at various agencies and promote best practices and exemplary methods for TAM implementation. The study reviewed their TAM Plans and AM Programs; it was not a TAM compliance review. Participating agencies volunteered for consideration in this pilot review program; nine agencies were chosen.

The pilot review was conducted using the 4-Pillar Approach, examining organizational, data, business process, and technology aspects of TAM as it relates to the nine TAM plan elements. The pilot review identified both bright spots and common challenges across the four pillars of TAM implementation. While agencies demonstrated commitment to AM throughout their organizations, issues related to succession planning/training, data standardization, prioritization, and technology integration were noted.

Analyses within each pillar revealed strengths and areas for improvement in TAM practices for each agency. Radar charts compared agency performance, emphasizing the need for ongoing dialogue and enhancement. The Institute of Asset Management (IAM) maturity scale was used to develop the radar charts but could be somewhat subjective and vary from agency to agency based on their AM program maturity and individual assessments. A maturity score of 3 is hoped for as it demonstrates the agency documents and states how or what they intend to do as it relates to the elements within each pillar as well as showing that they follow what they document.

Interactions with participating agencies were generally positive, with effective document management through shared platforms. Refinements to interview questions and methodology were suggested for future projects.

The TAM State of the Practice Report serves as a foundation for continuous enhancement and collaboration among transit agencies nationwide. FTA has offered an evolving program of TAM training, technical assistance, and peer exchanges. Nevertheless, agency reports show that there continues to be a need for skills and training, and the agencies expressed the desire for more AM professional development from FTA for agency personnel. One of the proposed recommendations is to provide this program as technical assistance for any interested agency. Program adjustments may include refining interview processes by tailoring the language to the appropriate

attendees. Executive level participants may not be appropriate to respond to detailed implementation questions and should be kept at a higher level while implementation or maintenance staff may have limited involvement in executive activities though it is important to have some overlap to understand that organizational priorities are realized in the implementation stage.

Introduction

Purpose of the TAM State of the Practice Report

The Federal Transit Administration (FTA) intended to perform a Best Practices Review of the Transit Asset Management (TAM) Plans of grantee transit agencies across the United States. In July 2016, FTA issued a Final Rule on TAM practices requiring all grantee agencies to develop a TAM Plan or a Group TAM Plan depending on their size and the transportation modes they operate. During the project, FTA determined that a successful pilot Best Practices Review would be more of a state of the practice review, so this pilot program was renamed. The program's goals are to understand how each agency is applying TAM practices with the purpose of encouraging the adoption of exemplary methods and promoting best practices for TAM.

Objectives of the TAM State of the Practice Report

FTA retained AECOM to perform a pilot version of the TAM State of the Practice Review through a representative sample of nine transit agencies. This TAM State of the Practice Report summarizes the highlights and challenges in implementing TAM practices and FTA policies and identifies recommendations for improvement for the nine participating agencies.

Participating Agencies

Participating agencies voluntarily applied for consideration of their TAM Plans, and FTA selected several to participate in the TAM State of the Practice Review. Participating agencies vary in size, type of agency, and age, and are listed in Table 1. Eight of the nine participating agencies are Tier I agencies; one participating agency is a Tier II agency. Tier I providers are Federal transit funding recipients that own, operate, or manage either:

- 101 or more vehicles in revenue service during peak regular service across all fixed route modes or in any one non-fixed route mode, or
- Rail transit

Table 1-1. Participating Agencies***Tier I Agencies***

- Southern California Regional Rail Authority (Metrolink)
- Regional Transportation District (RTD) (Denver)
- New Orleans Regional Transit Authority (NORTA)
- Southeastern Pennsylvania Transportation Authority (SEPTA)
- Metropolitan Transit Authority of Harris County, TX (Houston METRO)
- Nashville Metropolitan Transit Authority (WeGo)
- Golden Gate Bridge Highway & Transportation District
- Mass Transportation Authority in Flint, Michigan (MTA Flint)

Tier II Agencies

Virginia Department of Rail and Public Transportation (DRPT) – group sponsor

TAM Plans for Tier I agencies are required to cover all nine elements listed in the FTA Final Rule (Table 1-2); TAM Plans for Tier II agencies are only required to include elements 1 through 4.

Table 1-2. FTA Final Rule: TAM Plan Elements

1. Asset Inventory
2. Condition Assessment
3. Decision Support Tool
4. Prioritization
5. Asset Management Policy and Strategy (Tier I only)
6. Implementation Strategy (Tier I only)
7. Key Annual Activities (Tier I only)
8. Identification of Resources (Tier I only)
9. Evaluation Plan (Tier I only)

Project Team

The project team was structured to leverage the diverse TAM expertise and competencies of each member for optimal performance and successful accomplishment of project objectives. Table 1-3 provides an overview of the organization of the project team.

Table 1-3. FTA Project Team Organization

Position Title	Team Members
Subject Matter Experts	3
Program Manager	1
QA/QC Reviewers	2
Lead Reviewers	3
Document Writers/Reviewers	4

Notes: QA/QC = quality assurance/quality control

Subject Matter Experts (SMEs): With profound domain knowledge and extensive TAM experience, SMEs served as invaluable assets, providing insights and guidance on crucial project elements and conducting final reviews.

Program Manager: The Program Manager also served as SME, and their dual roles as an SME and Program Manager facilitated seamless coordination between technical aspects and project management. Their leadership and strategic oversight were pivotal in driving project success.

Quality Assurance/Quality Control (QA/QC) Reviewers: The QA/QC Reviewers spearheaded efforts to uphold the highest standards of quality throughout the project life cycle, particularly through meticulous document reviews.

Lead Reviewers: Lead Reviewers took charge of leading the review process, overseeing deliverable quality, providing constructive feedback, and ensuring alignment with project objectives.

Document Writers/Reviewers: Document Writers/Reviewers comprised a team of Asset Management (AM) consultants that played a critical role in documenting project progress, ensuring precision, clarity, and adherence to standards and specifications.

Each team member's role was meticulously defined to enhance efficiency and collaboration and foster a holistic TAM approach that made every contribution instrumental in achieving project success.

Development of the Individual Reports

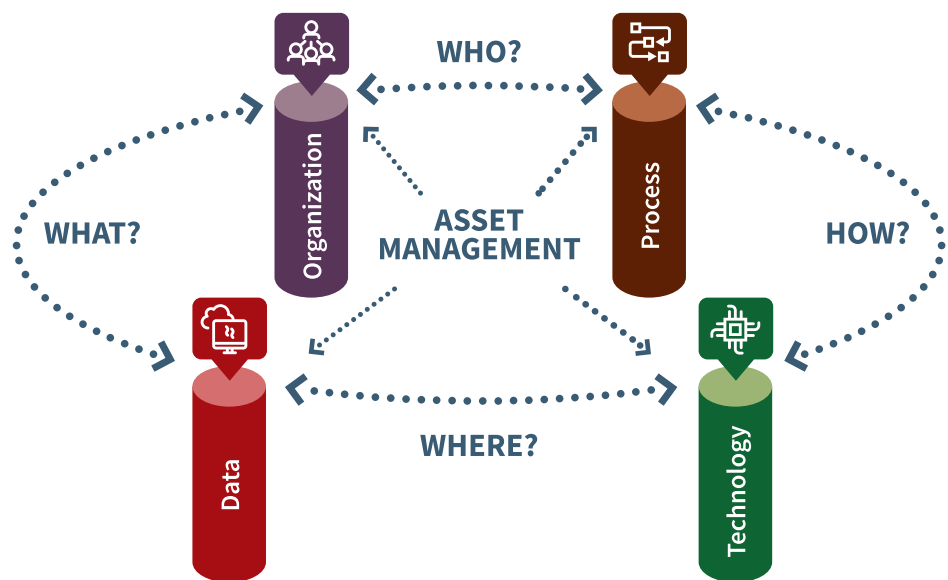
Project Approach

The 4-Pillar Approach offers a holistic approach to Asset Management (AM) that eliminates uncertainty about the essential components of an Asset Management Plan (AMP). This approach emphasizes the responsibilities of each agency’s personnel to manage AM processes and streamline the complex procedures into a user-friendly roadmap. This roadmap allows stakeholders to identify weaknesses, allocate resources, and organize programs to enhance AM effectively.

Using the 4-Pillar Approach, agencies can develop a functional and updatable AM roadmap that integrates industry standards and leverages professional experience to create a comprehensive AM development model. The success of this approach is evident through its implementation at various agencies that have sought to establish or enhance their AMP.

AECOM's 4-Pillar Approach assists selected agencies to recognize and highlight evidence of quality elements in their Transit Asset Management (TAM) systems by utilizing separate tracks to review capital and operations information. The four pillars of this approach are Organization (which includes people), Data, Process (i.e., business processes), and Technology. Figure 2-1 illustrates the 4 Pillar Approach. There are 10 supporting elements under each pillar; they encompass the nine TAM Plan elements, as shown in Table 1-2 above.

Figure 2-1. AECOM’s 4-Pillar Approach



Methodology of the Study

In this pilot program, FTA and AECOM aimed to promote best practices and better understand the AM practices in place in TAM at the participating agencies; this pilot program is not a compliance review. AECOM examined the various documents that FTA supplied for the project, including the TAM Plans and Self-Assessment Reports submitted by the selected agencies. The assessment consisted of an initial document review followed by interviews with staff from the pilot agencies. For each participating agency, the interviews sought to understand the implementation of their TAM Plan to enhance their asset management. After examining each agency's delineated AM roles, discussions revolved around the nine key elements of the TAM Plan:

- **Asset Inventory.** Exploring the methods that the agency employs for AM.
- **Condition Assessment.** Investigating the utilization of condition data derived from the TAM plan process and integration of the data into broader agency operations.
- **Decision Support Tools.** Analyzing the agency's AM process and its integration with other pertinent systems.
- **Prioritization.** Assessing how the agency evaluates asset criticality and links it to prioritization and risk management.
- **Asset Management Policy and Strategy.** Evaluating work effort with established policies.
- **Implementation Strategy.** Gauging the agency's adherence to the implementation strategy outlined in its TAM Plan.
- **Key Annual Activities.** Examining the agency's documented process for asset life-cycle management, encompassing maintenance, replacement, rehabilitation, and disposal.
- **Identification of Resources.** Assessing the resources available to support AM, including staff, funding, and tools.
- **Evaluation Plan.** A self assessment of the TAM Plan and implementation of the Plan.

Participating agencies designated staff members from various departments—including leadership, operations, and program delivery. These staff members provided insights into TAM implementation from their perspective and answered pilot interview questions accordingly. Preliminary reports were then promptly compiled to summarize the findings (scoring each agency, which was subsequently presented and discussed with the agencies). These initial insights served as a foundation for the comprehensive final pilot review report, which offered a holistic overview of the evaluation outcomes.

Within this collaborative effort, leadership figures such as chief executive officers (CEOs) and directors played a crucial role in shaping strategic plans and

capital budget allocations and ensuring that maintenance and rehabilitation efforts were in alignment with overarching organizational goals. The program delivery managers responsible for maintenance operations provided valuable input on maintenance plans, guidance manuals, and operational risk management policies, all of which contribute to the effective execution of maintenance activities.

Documents reviewed included organizational charts, state of good repair reports, maintenance fact sheets, and board budget presentations. These documents provided essential data points for informed decision-making by agency-designated staff and offered insights into the current state of assets, maintenance priorities, and risk mitigation strategies. These considerations guide the development of rehabilitation plans and capital budget allocations.

By leveraging the expertise of agency-designated staff and synthesizing information from various documents, the pilot review process facilitated a comprehensive evaluation of TAM implementation across multiple agencies. This collaborative approach ensured that diverse perspectives were considered and pointed to the robust findings and recommendations outlined in the final pilot review report.

A concluding survey was distributed to each participating agency to provide a chance for agency-designated staff to articulate their perspectives on the efficacy of the pilot review process. This survey measures how well agency personnel comprehended the process and its expectations and assessed whether the final report yielded valuable insights for their respective agencies.

Organization of Individual Reports

The preliminary individual reports served as a detailed exploration of various facets critical to the pilot review program. These reports delved into the program's objectives, outlined the progression of the review as detailed in the preceding section, and provided an in-depth examination of AECOM's 4-pillar approach using radar charts. This approach encompassed a holistic breakdown of the alignment among the 40 elements in the 4-pillar approach and the nine TAM Plan elements. Within these reports, a summary of the key findings was presented to highlight both the strengths and the limitations observed throughout the evaluation process. Each report offered insightful recommendations that aimed to enhance the effectiveness of TAM practices within the agencies under review. In addition, each report contained final remarks summarizing the main outcomes of the pilot review program and their implications.

Summary of State of the Practice Review Findings

Pillar 1 – Organizational and Institutional

Bright spots: Several agencies recognized the importance of executive-level support for TAM initiatives to underscore that top management is firmly committed to TAM. A commitment from top management established the foundation for holistic implementation and adoption of all four pillars of AM throughout the organization.

Common challenges: Although agencies demonstrated a dedicated approach to their TAM Plans by thoroughly updating them, there was an absence of a feedback loop to engage staff after their submission, hindering efforts for continuing education and utilizing the TAM Plan to direct their activities. Several agencies are struggling to develop or update TAM Plans that align with both organizational goals and regulatory requirements. A strategic alignment between AM objectives and organizational priorities reflects a proactive approach that can ease implementation of training for standard AM procedures for succession.

Pillar 2 – Data

Bright spots: Several agencies recognized the importance of standardizing data collection processes for accuracy and consistency across departments. By prioritizing the standardization of data collection procedures, these agencies can establish a cohesive framework that fosters accuracy, consistency, and reliability in the information gathered.

Common challenges: Several agencies encountered difficulties in formalizing data dictionaries, providing data accuracy, and implementing systematic QA/QC procedures. Addressing these challenges will require concerted efforts to standardize data practices, enhance technical capabilities, and foster a culture of data-driven decision-making across agencies.

Pillar 3 – Business Process

Bright spots: Participating agencies recognized the importance of assessing asset criticality and risk management to prioritize maintenance and replacement decisions effectively. Prioritizing asset criticality and risk management will contribute to the overall resilience and sustainability of organizational infrastructure and operations.

Common challenges: Some agencies faced challenges in fully implementing these practices due to constraints in resources or expertise. In some cases, there was less-than-optimal prioritization of maintenance and replacement actions. If these agencies can overcome these barriers, they can enhance their ability to prioritize maintenance and replacement actions and improve the resilience and reliability of their infrastructure assets.

Most agencies rely on age alone for determining life/condition. In general, developing deterioration curves for major assets would be beneficial.

Pillar 4 – Technology

Bright spots: Several agencies were proactive in leveraging technology and implementing decision-making tools to gain deeper insights into asset life cycles, anticipate maintenance needs, and prioritize resource allocation to inform TAM data and processes.

Common challenges: Financial constraints prompted many agencies to reconfigure their existing software to deliver more comprehensive AM services. However, in some cases it is unclear whether the current software possesses the necessary capabilities to fulfill these expanded requirements. Several agencies encountered challenges in data integration and system compatibility, primarily stemming from the absence of a comprehensive Enterprise Asset Management System (EAMS). This limitation impeded the smooth adoption and utilization of technological tools for TAM processes.

Overall TAM Performance

The charts provided below compare each agency's perceived strengths and areas for improvement in AM practices and serve as tools to discern areas where each agency perceives excellence or identifies opportunities for improvement in their AM practices. These radar charts illustrate the level of maturity in each of the four pillars and in the AM practices addressed in the TAM Plan. The scale is based on the Institute of Asset Management's Asset Management (IAM) Maturity Guide; it extends from 0 to 5, with 5 being fully mature and industry leading. The closer the radar is to the center of the circle, the less mature that particular element is in the agency's AM program. The closer a score is to the outside of the circle the more mature and industry leading the AM program is. Although the scores were subjectively determined as part of the assessment of each agency's adherence to AM practices, they nonetheless provide valuable insights. Each agency exhibits commendable strengths and has opportunities for improvement, highlighting the need for constructive dialog and continuous enhancement.

Agency Radar Charts

Figure 3-2 Metrolink

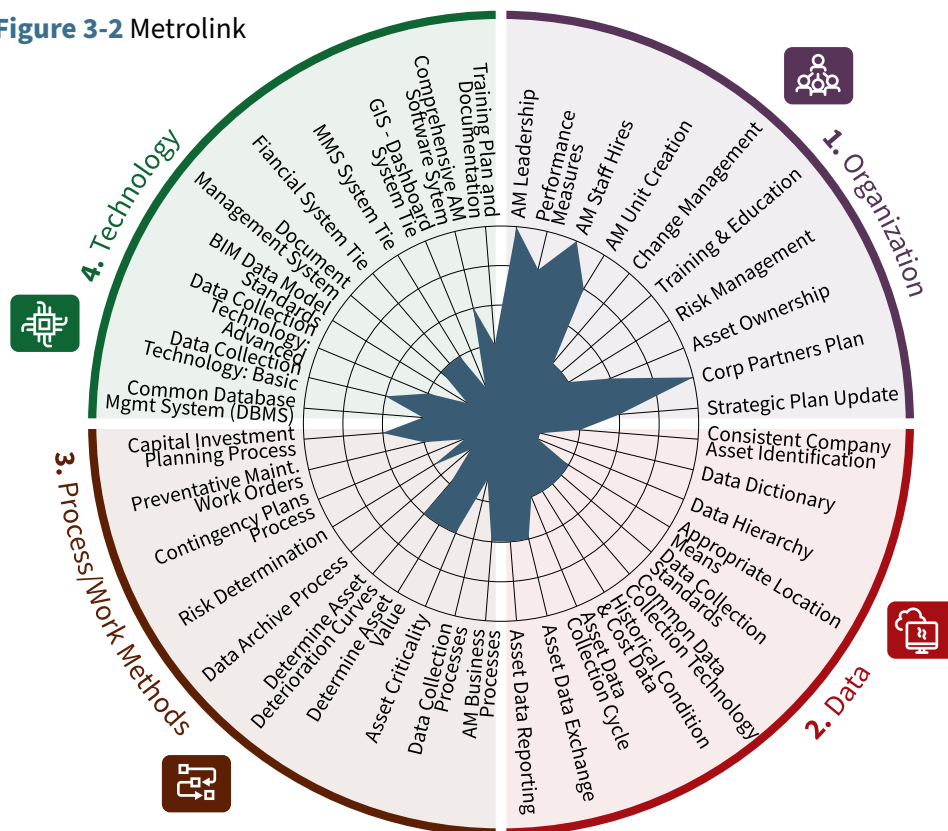
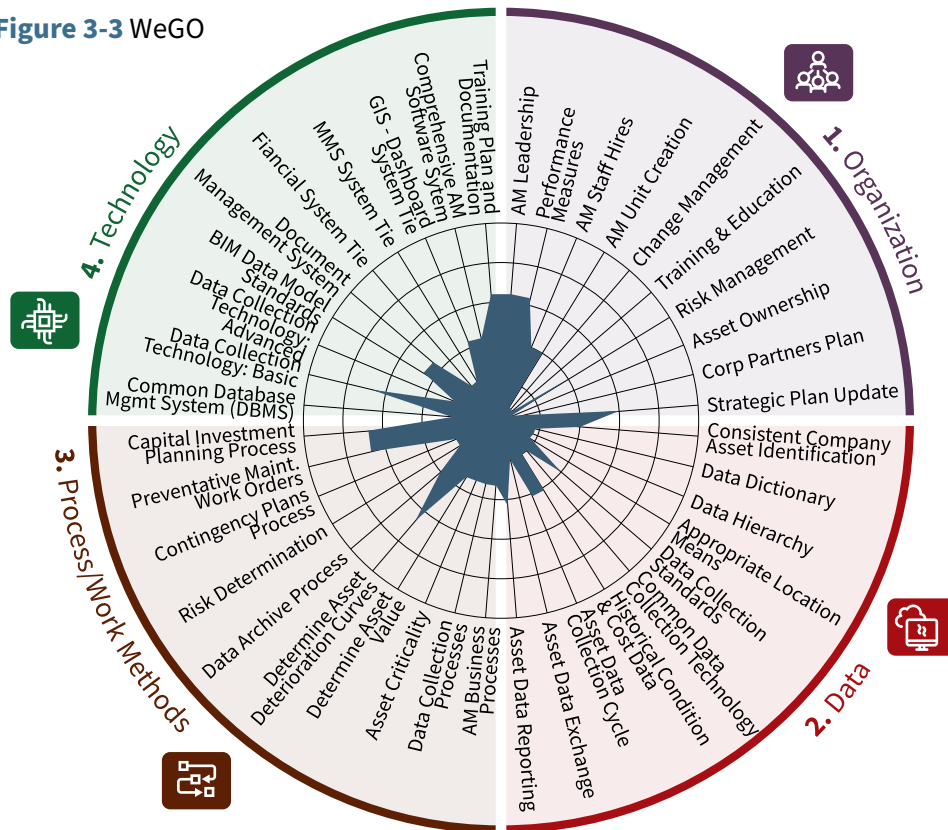


Figure 3-3 WeGO



Agency Radar Charts

Figure 3-4 RTD

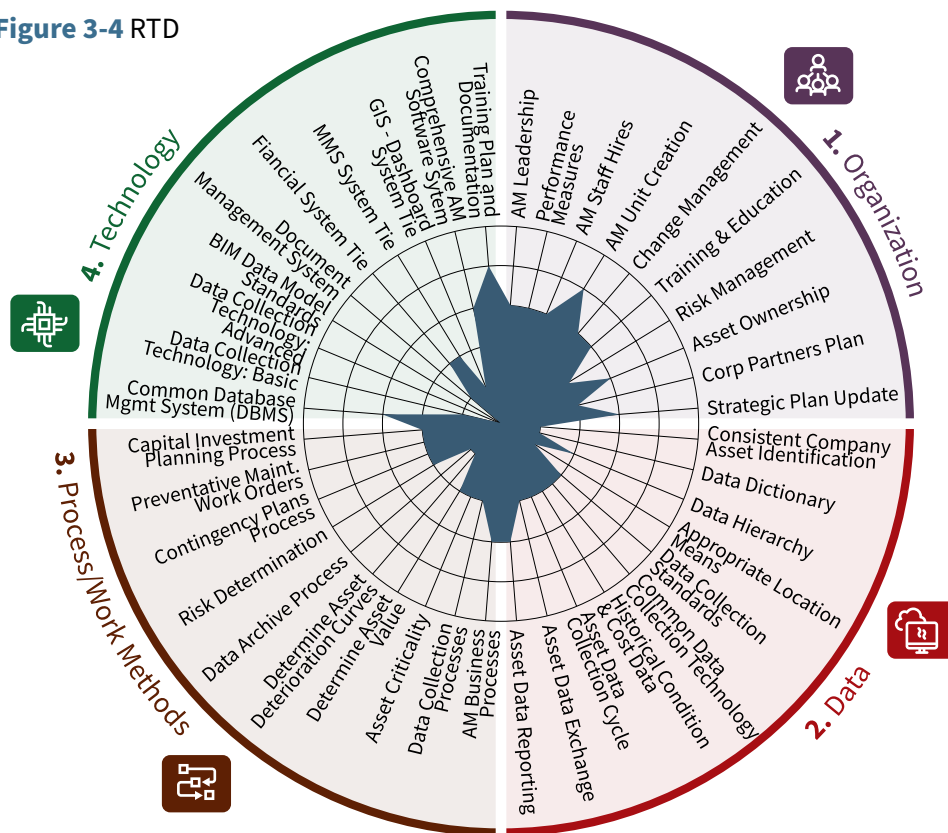
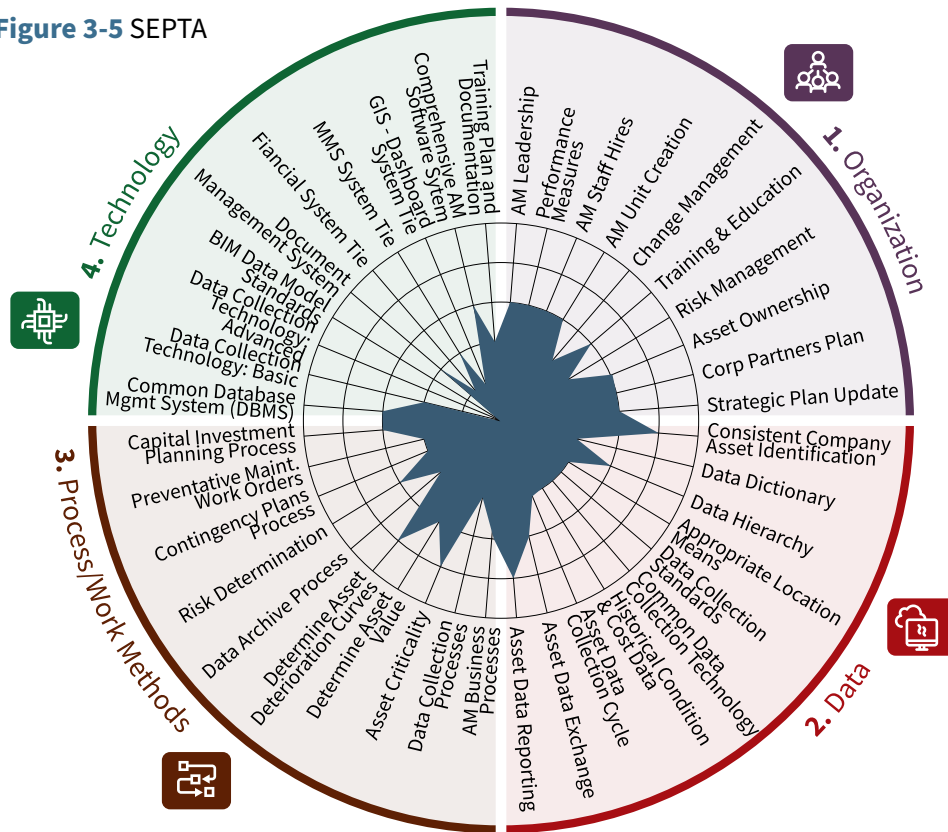


Figure 3-5 SEPTA



Agency Radar Charts

Figure 3-6 HoustonMetro

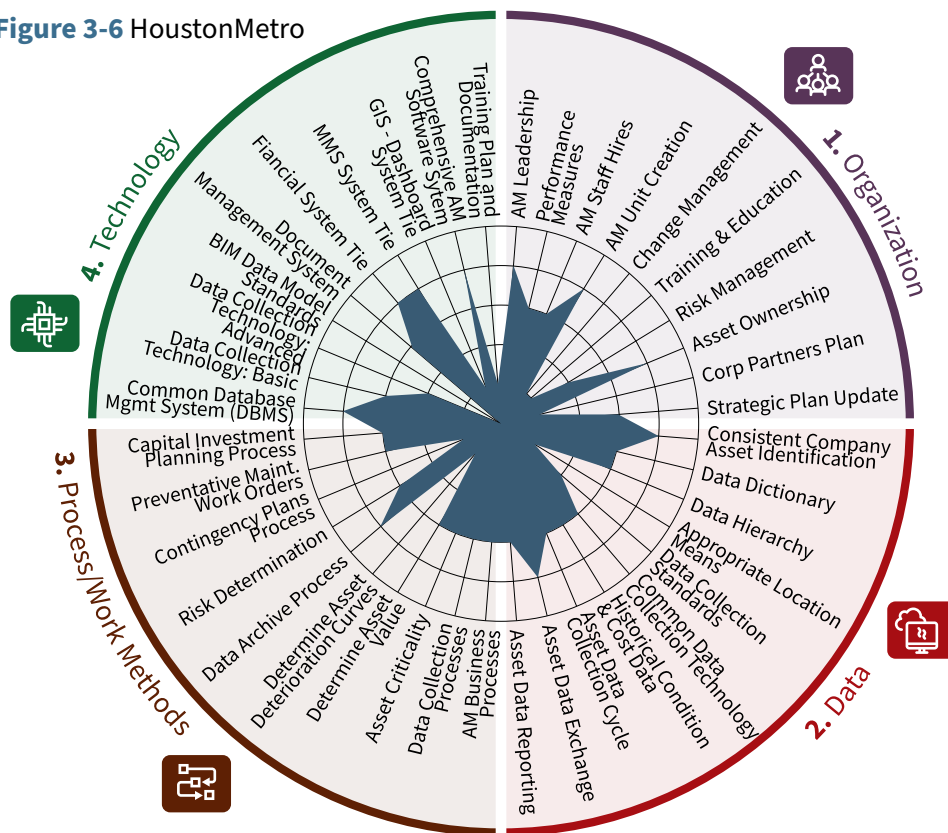
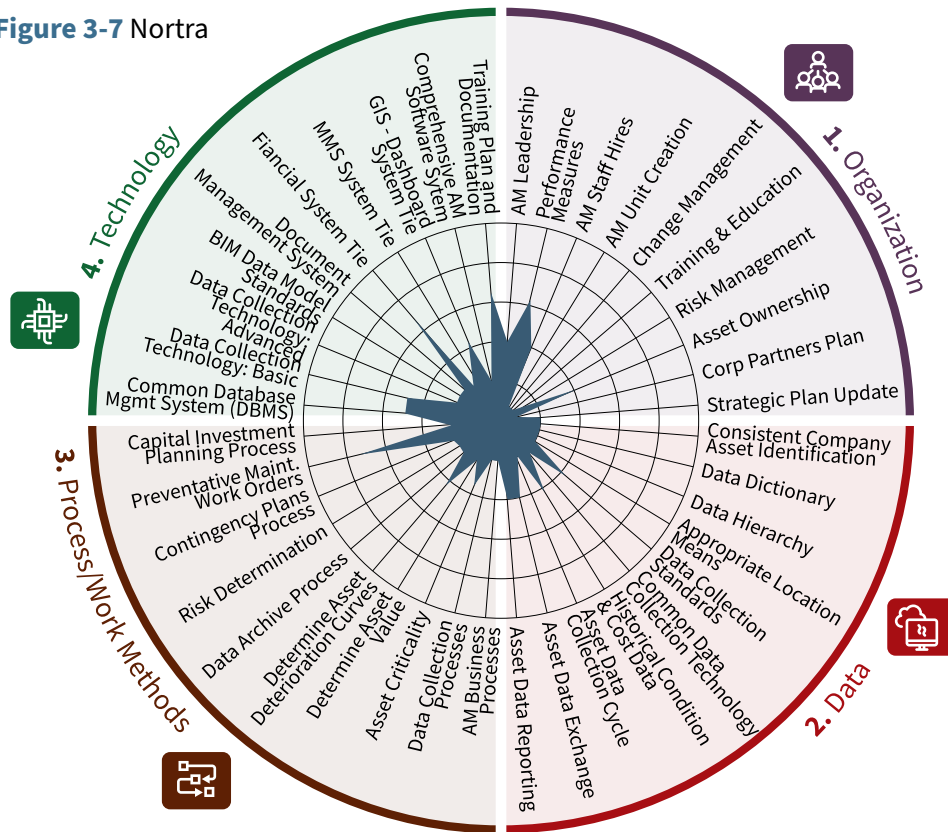


Figure 3-7 Nortra



Agency Radar Charts

Figure 3-8 Golden Gate

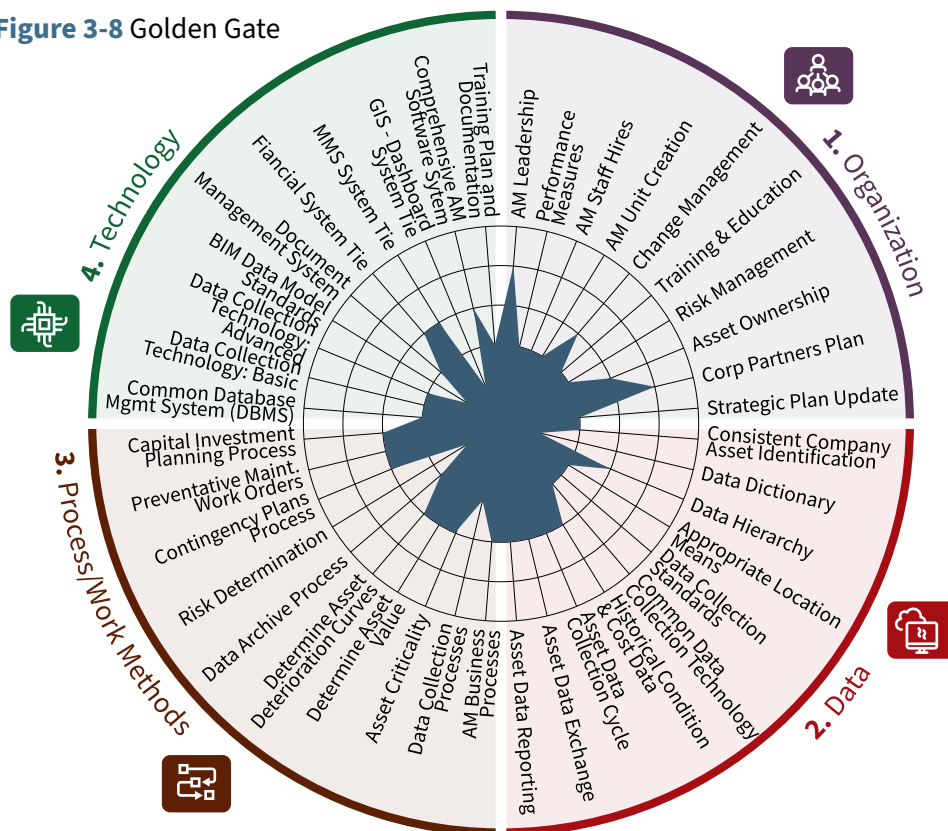
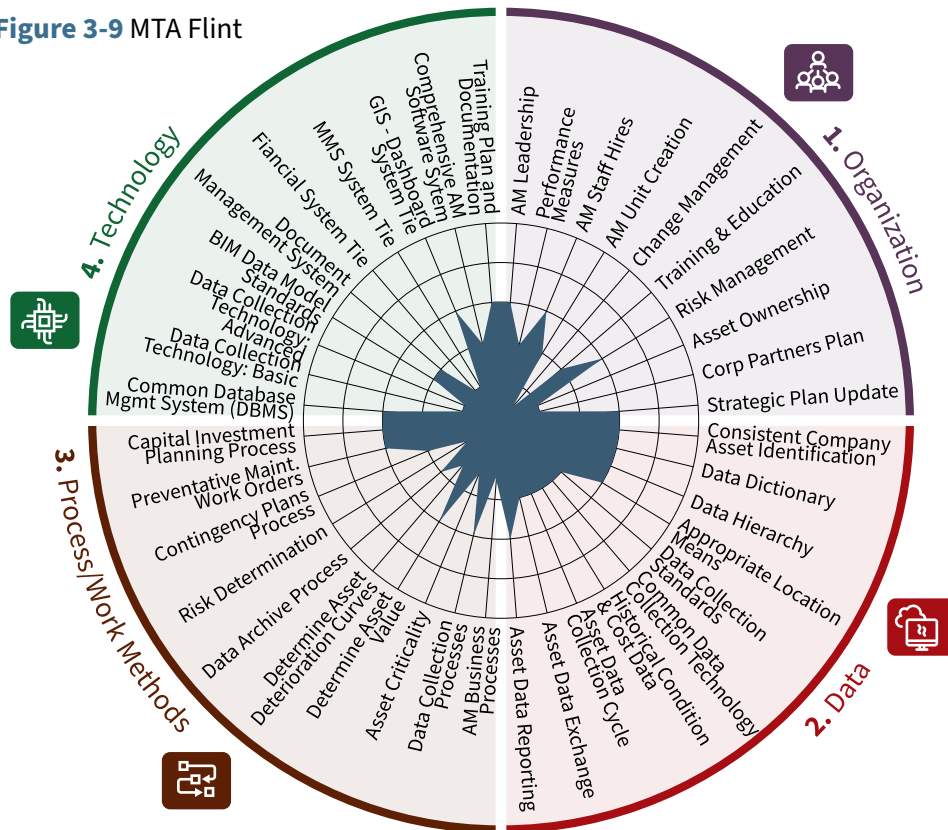
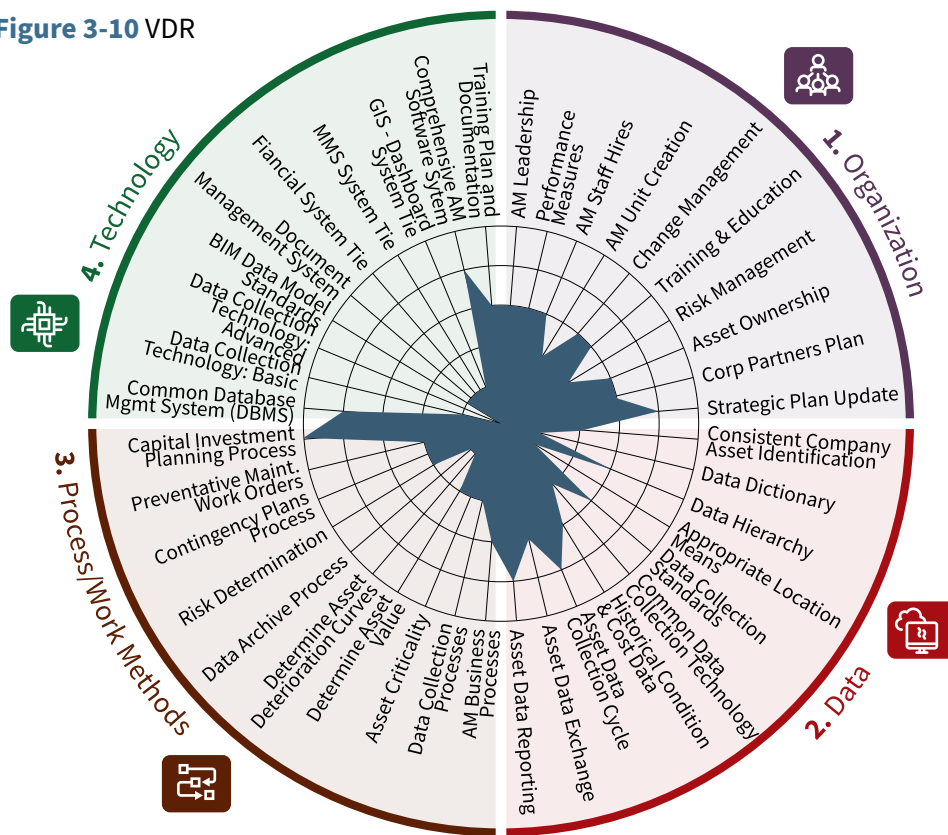


Figure 3-9 MTA Flint



Agency Radar Charts

Figure 3-10 VDR



Section 4

Pilot Program Assessment

Interaction with Participating Agencies

interactions with recipient agencies were generally positive and productive. The agencies were forthcoming with information and readily shared documents to facilitate the review process. This collaborative approach allowed for a thorough understanding of the subject matter and candid feedback was available on demand. Scheduling of some interviews was somewhat of a challenge given the workload and availability of key staff. Overall, participating agencies were responsive and cooperative, which contributed greatly to the effectiveness and success of the interactions and fostered a conducive environment for constructive dialogue and exchange of insights.

Documentation Review

Sharing a SharePoint folder with the agencies proved an effective method for document management, accessibility, and review. Agencies deposited the necessary documents within this folder, including their latest available TAM Plans. To understand current practice, it was necessary to review more than just the previous and current TAM Plan. Reviewing additional documents provided insights into processes and supported the discussions with the agencies.

In some cases, the volume of additional documentation was extensive, and it would have been beneficial to review the documents before the staff interviews. However, given the timing of the interviews and volume of documents, pre-interview review of documents was not always possible. Providing a guide to the analysis team that includes a list of typical documentation requested is recommended.

Interviews

Breaking down interview topics into the nine TAM Plan elements provided a structured framework for gathering insights from the agencies. This approach allowed each aspect of the plan to be thoroughly explored and understood. The agencies identified group members from their leadership and the maintenance departments to address the specific elements pertaining to their departments and routine activities.

Breaking the interviews into focused groups provided a venue for candid discussions and further understanding of the actual AM activities that were implemented versus what was intended in the TAM Plan.

Methodology

Opportunities for enhancement exist within the methodology used and the organization of both the study and its subsequent report. The interview questions were refined as the agency interviews progressed throughout the course of the project, including identifying which questions were applicable to each interview group. The investigation of technology, while informative for most agencies, also served as a benchmark to aspire to in their AM journey.

Schedule and Level of Effort

Due to a variety of circumstances, this project was extended for nearly a year. The extended project schedule overlapped staff changes at several of the agencies, which resulted in delays in review. One benefit realized in the time between developing the draft report and the final presentation was that many of the agencies provided updates on the maturing or further development of a variety of recommendations from the draft report.

The four-pillar framework is a comprehensive approach that is adaptable to agencies of any size. The framework emphasizes level of effort. During the project setup, AECOM prepared a schedule and plan for the project. In reviewing numerous agency-provided documents beyond their current and previous TAM Plans and developing the first report as a template for the remaining agencies, a need for additional effort was determined. The team could have dedicated more upfront time to revising and tailoring the interviews/workshops according to the additional information provided. A thorough implementation of the full-scale framework was deemed essential to meet FTA expectations. Additional resources were allocated to ensure a more comprehensive investigation and adherence to the desired scope. Thorough review of the work history of the project to date confirms that the resources ultimately provided for the review of these nine agencies was the minimum needed to provide reviews of the desired depth.

Recipient Feedback

A closing survey sent to participating agencies provided participating agency staff an opportunity to evaluate the effectiveness of the pilot review process and to provide feedback. The closing survey gauged staff comprehension of the process and determined whether the final report offered valuable insights for their agencies. This feedback will enhance future reviews and provide alignment among all the parties involved in the process. Seven of the nine agencies participated in the survey. The agencies' feedback on the TAM State of the Practice Report process reveals a positive reception, with clear explanations and valuable insights being highly appreciated. Detailed survey responses are included in Appendix A.

Recommendations

Methodology Adjustments

The document review undertaken during the pilot indicated that the interview document should be refined to include descriptions and examples to better aid agencies in responding to project needs.

The questions would benefit from better definitions of the nine TAM elements within the four pillar subcomponents. This enhancement should reduce the amount of overlap in the questions, much of which was handled during the interview process but could be more tightly refined. The interview questions should better reflect the level of the participants in the interviews. Executive-level participants may not be appropriate to respond to detailed implementation questions and should be kept at a higher level while implementation or maintenance staff may have limited involvement in executive activities though it is important to allow some overlap to understand that organizational priorities are realized in the implementation stage.

It is advisable to proceed with future programs, but the resulting higher level of effort is necessary regardless of the agency's size (Tier I or Tier II). The number of participants and the type of participants in the program should be expanded or FTA could offer the program as technical assistance for any agency requesting the program through a call for projects.

Some agencies were provided with a summary of the interview questions in advance of the interview when requested. However, in the future it is essential to strike a balance between sharing interview questions in advance (and allowing agencies to prepare comprehensive answers) and obtaining authentic, unscripted responses.

TAM Plans provide a good start to a comprehensive AM program. Enforcing and monitoring the implementation of new requirements help enhance the effectiveness of the program. This enables agencies to go beyond mere compliance with TAM Plan prerequisites and actively engage in enhancing their AM practices.

Schedule and Level of Effort

It is recommended that this review be institutionalized as a technical assistance program offered by FTA. This would allow the agencies to volunteer and implement the review as it fits their schedule and needs.

While the level of effort may vary slightly due to agency size, resulting in larger or additional interview/workshops, the level of effort remains similar due to the same steps and documentation required for review and analysis.

It is also recommended to draft a high-level roadmap of recommendations based on interviews to give each agency overarching goals to aim for in the next 3 – 5 years. Developing a roadmap would also require an additional consensus building workshop to further refine the roadmap.

Overall level of effort recommended is approximately 150 – 220 hours per agency. This accounts for a high-level review of provided documents, three interview workshops, a draft and final report with a single round of comments, a simple leadership presentation overview, a roadmap, and consensus-building workshop for the roadmap.

FTA Program Updates

Since many agencies defer to age alone to determine condition and develop the remaining life of assets, it would be beneficial to push agencies to expand their deterioration curves beyond a linear (straight-line) function of age for some assets. TERM-Lite software may provide some guidance for agencies, and it may be beneficial to the industry for FTA to provide training on or further exposure to it. FTA may want to consider enhancing TERM-Lite to include basic AM support that could benefit agencies without resources to obtain more sophisticated software programs. Although the TAM Plan guidance makes it clear that agencies are not required to seek professional assistance for condition assessments, it should also be clear that observed, actual condition should be used to augment condition estimated from age alone in major capital renewal planning.

While FTA sponsors courses (now mostly online) for AM through the National Transit Institute, participating agencies requested improved AM training be provided by FTA. More awareness may also be needed regarding what training is currently available from FTA. FTA has evolved their approach to a number of online recordings listed on their site plus interactive sessions in the Roundtable and peer programs. It may be worth further FTA investigation with various transit agencies if in-person or online training is preferred, or even if training can be less transit-focused and more AM-focused.

There was also an interest in developing a Peer Exchange program to allow interested agencies to have access to colleagues throughout the country.

Recipient Expectations

Suggestions for improvement include refining language for non-TAM personnel and avoiding peak construction seasons for interviews. Agencies expressed a

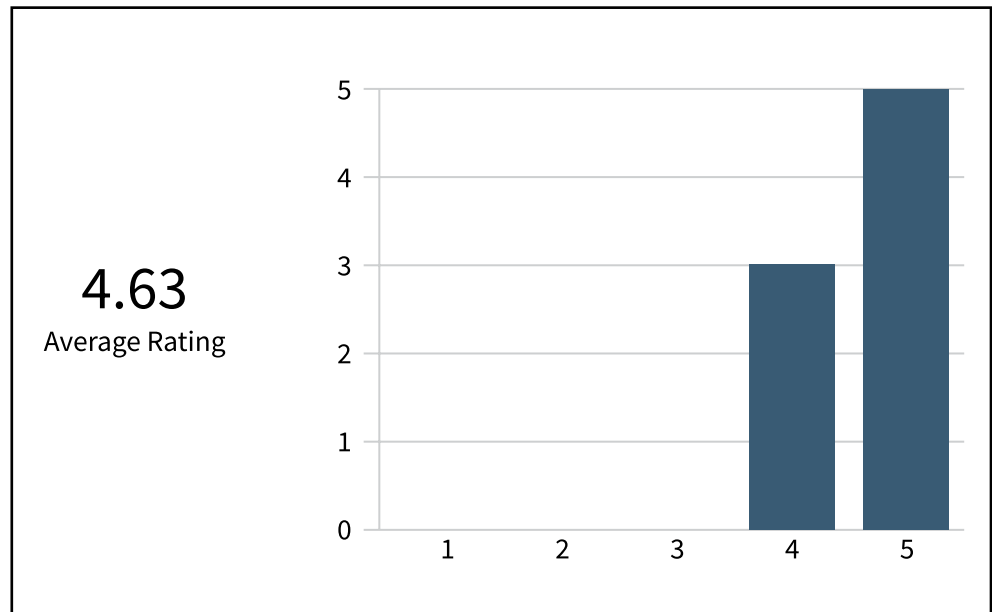
need for additional support from the FTA, particularly in leadership guidance, training, and one agency requested clearer understanding of FTA ultimate goals to help individual agencies better align their efforts to FTA objectives. While most agencies did not identify existing guidelines as hindrances, some suggested areas for improvement, such as standardization of asset information maturity and clearer guidance for CEOs and Boards. Overall, agencies unanimously recommended continuing the program for other agencies, highlighting its perceived value in enhancing TAM practices and fostering collaboration. Detailed survey responses are included in Appendix A.

Appendix A: Survey Results

The agencies participating in the State of the Practice Pilot review were invited to complete a survey to provide feedback on their satisfaction and suggest improvements for the program. We received strong feedback, with 7 out of 9 agencies completing the survey.

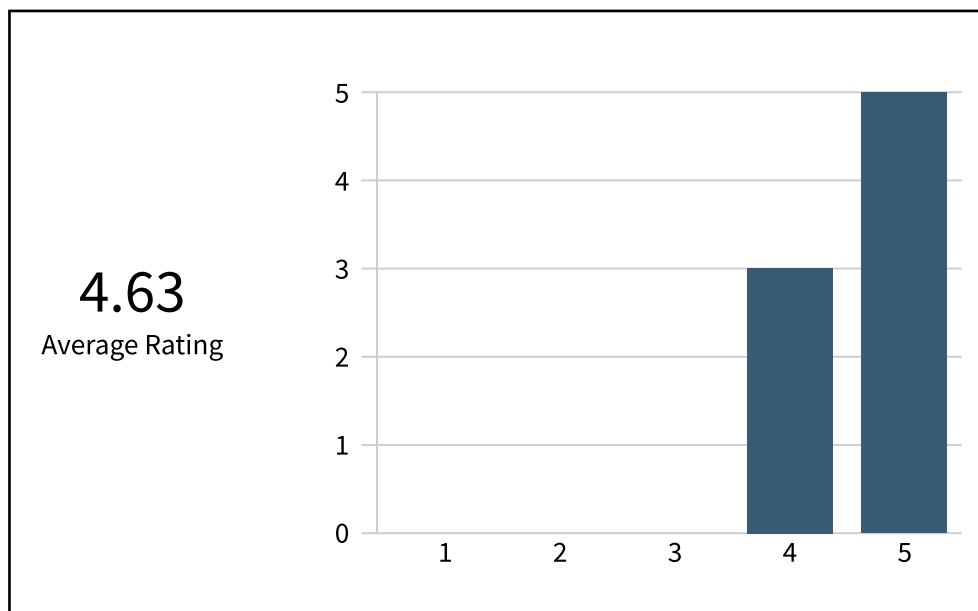
Participating agencies rated the overall methodology of the State of the Practice Pilot review process on a scale of 1 to 5, with an average score of 4.63 out of 5, indicating high appreciation. Comments highlighted the need for plain language in survey questions for non-TAM personnel, outlined the series of steps in the study, and praised the process for clarifying TAM benefits, assessing current practices, and identifying gaps. Agencies also emphasized the importance of accurately reflecting maturity levels and found the study process well-organized, making scheduling and answering questions more efficient.

Overall methodology of the State of the Practice Pilot review process



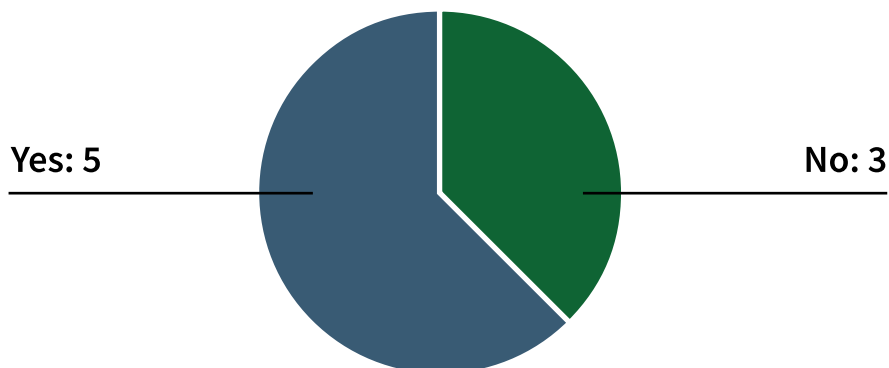
Participating agencies rated the value of the State of the Practice Pilot on a scale of 1 to 5, with an average score of 4.63 out of 5, also indicating high appreciation. The agencies praised the well-structured, easy-to-read report and the four-pillar model, noting the effective assessment of strengths and weaknesses and practical recommendations. The report was seen as valuable for internal communication and clarifying roles and touchpoints within TAM. Suggestions included presenting the information in broad forums and providing more context on maturity assessments for non-TAM professionals.

Value of the State of the Practice Pilot review process



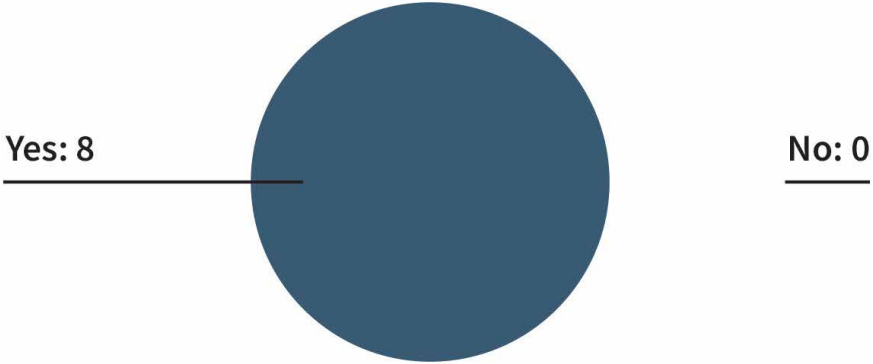
Participating agencies were asked if additional guidelines or requirements would assist them in progressing their AM efforts and what additions would they recommend. Most agencies suggested that additional guidelines would assist in progressing their AM efforts. They emphasized the need for asset information maturity and standardization, including guidance for CEOs and Boards on integrating AM principles into decision-making. Agencies found the FTA Transit Asset Management Systems Handbook particularly helpful and recommended similar resources and more communication from the FTA to transit executives. The agencies also emphasized the importance of establishing standardized key performance indicators or performance measures that align with both national and agency-specific goals.

Would additional guidelines assist in progressing AM efforts?



When participating agencies were asked if they would recommend this program to continue for other agencies they expressed strong support for the program and unanimously recommended its continuation for other agencies. They found the review process highly beneficial in evaluating and enhancing their TAM practices, identifying strengths and areas for improvement, and providing actionable insights.

Would agencies recommend this program be continued?



Appendix B: Reports

Tier I Agencies

- Southern California Regional Rail Authority (Metrolink)
- Regional Transportation District (RTD) (Denver)
- New Orleans Regional Transit Authority (NORTA)
- Southeastern Pennsylvania Transportation Authority (SEPTA)
- Metropolitan Transit Authority of Harris County, TX (Houston METRO)
- Nashville Metropolitan Transit Authority (WeGo)
- Golden Gate Bridge Highway & Transportation District
- Mass Transportation Authority in Flint, Michigan (MTA Flint)

Tier II Agencies

- Virginia Department of Rail and Public Transportation (DRPT) – group sponsor



Acronyms and Abbreviations

AM	Asset Management
AMP	Asset Management Plan
CEO	Chief Executive Officer
DRPT	Virginia Department of Rail and Public Transportation
EAMS	Enterprise Asset Management System
FTA	Federal Transit Administration
Houston METRO	Metropolitan Transit Authority of Harris County, TX
IAM	Institute of Asset Management
Metrolink	Southern California Regional Rail Authority
MTA Flint	Mass Transportation Authority in Flint, Michigan
NORTA	New Orleans Regional Transit Authority
QA/QC	Quality Assurance / Quality Control
RTD	Regional Transportation District
SEPTA	Southeastern Pennsylvania Transportation Authority
SME	Subject Matter Expert
TAM	Transit Asset Management
WeGo	Nashville Metropolitan Transit Authority



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