Transit Asset Management (TAM)

*Final Rule-Small Systems Focus*

August 2016

Presenter: Mshadoni Smith
Today’s Presentation

• Transit Asset Management Background
• Final Rule Provisions for Small Providers
• Implementation
• Technical Assistance
What is Transit Asset Management?

Transit Asset Management (TAM) is a business model that uses the condition of assets to guide the optimal prioritization of funding at transit properties in order to keep our transit networks in a State of Good Repair (SGR).
Transit Asset Management: Background

Current Backlog ($85.9 B)

Maintain Backlog ($12.7 B)

Eliminate Backlog ($18.5 B)

Annual Expenditures for Preservation (Billions in 2010 Dollars)

2030 State of Good Repair Backlog (Billions in 2010 Dollars)
Transit Asset Management: Background

Annual Expenditures for Preservation (Billions in 2010 Dollars)

- Current Backlog ($85.9 B)
- Current Annual SGR Investment ($10.3 B)
- Backlog in 2030

2030 State of Good Repair Backlog (Billions in 2010 Dollars)
Transit Asset Management: Background

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- Maintain Backlog: $12.7 B
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Transit Asset Management: Background

2030 State of Good Repair Backlog (Billions in 2010 Dollars)

Annual Expenditures for Preservation (Billions in 2010 Dollars)

- Current Backlog ($85.9 B)
- Maintain Backlog ($12.7 B)
- Eliminate Backlog ($18.5 B)

$8.2 billion gap
Anticipated Benefits of TAM

1. Improved transparency and accountability
2. Optimized capital investment and maintenance decisions
3. More data-driven maintenance decisions
4. Potential safety benefits
MAP-21 Performance Management Framework

FTA
- National Public Transit Safety Plan
- Public Transportation Agency Safety Plan
- Transit Asset Management

FHWA
- Safety Performance
- Pavement and Bridge Condition
- System Performance & CMAQ
- Highway Safety Improvement Program
- Highway Asset Management Plan

Statewide and Metropolitan Planning
Linking Proposed Regulations

Public Transportation Agency Safety
- SMS Hazard Identification/Risk Assessment
- Establish Safety Targets
- Hazard, Control, and Monitoring Strategy
- Public Transportation Agency Safety Plan

Transit Asset Management
- Asset Inventory/Condition Assessment
- Establish SGR Targets
- Transit Asset Management Plan
- Prioritize Investments/Program of Projects
- Program Formula Funds
- Submit Annual Report

Transportation Planning
- MPO and State Performance Targets
- Integrate Performance Based Plans
- Metropolitan and Statewide Long Range Plans
- Adopt TIP/STIP
What Process Did We Take to Get Here?

- MAP-21 Passed (7/2012)
- Informal Outreach (2012-2013)
- ANPRM Open for Comment (10/2013)
- NPRM Open for Comment (9/2015)
- FAST Act (12/2015)
- Final Rule Issued (7/26/16)
CFR Part 625
Transit Asset Management Final Rule

A. General Provisions
B. National Transit Asset Management System
C. Transit Asset Management Plans
D. Performance Management
E. Recordkeeping and Reporting Requirements
Changes from NPRM to Final Rule

- Definitions
  - Tier II Provider

- Asset Inventory scale
  - Equipment
  - Third party assets

- 5310 Applicability

- Group Plans
  - Sponsor is not the Accountable Executive for its Group TAM Plan participants
  - Small urban providers (5307) are not required to participate in or be offered Group Plans
A. General Provisions
A. General Provisions

• Purpose
  ▪ To help achieve and maintain a state of good repair for the nation’s public transportation systems

• Applicability
  ▪ All recipients or subrecipients of Federal financial assistance under 49 U.S.C. Chapter 53 that own, operate, or manage capital assets used in the provision of public transportation

• Definitions
Definition of ‘Public Transportation’

The term "public transportation" is defined at 49 U.S.C. 5302 and means regular, continuing shared-ride surface transportation services that are open to the general public or open to a segment of the general public defined by age, disability, or low income.
B. National Transit Asset Management System
Define state of good repair

Require TAM Plans for all recipients and sub-recipients

Establish SGR performance measures

Report data to the NTD

Receive Technical assistance from FTA
State of Good Repair

The condition in which a capital asset is able to operate at a **full level of performance**. This means the asset:

1. Is able to perform its designed function,
2. Does not pose a known unacceptable safety risk, and
3. Its lifecycle investments have been met or recovered.
TAM and State of Good Repair

• The purpose of the National TAM System is to keep our Nation’s assets in a State of Good Repair (SGR)

• Consequences of **not** being in a SGR include:
  • Safety risks
  • Decreased system reliability
  • Higher maintenance costs, and
  • Lower system performance
C. Transit Asset Management Plans
Applicability – Tier I or Tier II

Tier I
- Operates Rail
- OR
- ≥ 101 vehicles across all fixed route modes
- OR
- ≥ 101 vehicles in one non-fixed route mode

Tier II
- Sub-recipient of 5311 Funds
- OR
- American Indian Tribe
- OR
- ≤ 100 vehicles across all fixed route modes
- OR
- ≤ 100 vehicles in one non-fixed route mode
Responsibility for TAM Plan Development

• Each transit provider must designate an **Accountable Executive**

• Plan Coordination
  - A Tier II provider may participate in a Group Plan or opt out and develop its own TAM Plan
  - A Group Plan participant must collaborate with the sponsor in the development of the plan

• Eligible activity under § 5337, § 5307 & § 5311
Group Plans

• Group Plans compiled by a **sponsor**
  – Generally the State DOT or Designated/Direct Recipient
  – Small urban operators (5307 Recipients) are not required to be offered a group plan but **CAN** be based on mutual agreement between sponsor and operator.

• Tier II providers may participate in a **single Group Plan** or may choose to opt out and develop their own TAM Plans
TAM Plan Elements

1. Inventory of Capital Assets
2. Condition Assessment
3. Decision Support Tools
4. Investment Prioritization
5. TAM and SGR Policy
6. Implementation Strategy
7. List of Key Annual Activities
8. Identification of Resources
9. Evaluation Plan

All Providers
(Tier I & II)

Tier I only
1. Inventory of Capital Assets

• A listing of all capital assets:
  ▪ Owned by the transit provider
    ▪ Equipment: Non service vehicles & equipment > $50,000
  ▪ Include third-party exclusive-use non-equipment
  ▪ Level of detail is same as in Capital Program of Projects

• May use existing inventories already collected
  ▪ E.g., existing rolling stock and equipment reports

• Include assets acquired without FTA funds
## Examples of Asset Categories and Classes

<table>
<thead>
<tr>
<th>Category</th>
<th>Class</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equipment</strong></td>
<td>- Construction</td>
</tr>
<tr>
<td></td>
<td>- Service Vehicles</td>
</tr>
<tr>
<td></td>
<td>- Maintenance</td>
</tr>
<tr>
<td><strong>Rolling Stock</strong></td>
<td>- Railcars</td>
</tr>
<tr>
<td></td>
<td>- Buses</td>
</tr>
<tr>
<td></td>
<td>- Other Passenger Vehicles</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td>- Fixed Guideway</td>
</tr>
<tr>
<td></td>
<td>- Signal Systems</td>
</tr>
<tr>
<td></td>
<td>- Structures</td>
</tr>
<tr>
<td><strong>Facilities</strong></td>
<td>- Support Facilities</td>
</tr>
<tr>
<td></td>
<td>- Passenger Facilities</td>
</tr>
<tr>
<td></td>
<td>- Parking Facilities</td>
</tr>
</tbody>
</table>
2. Condition Assessment

• A rating of the inventoried assets
  - E.g., age; good/fair/poor; percentage of residual life
• Ratings should be sufficiently detailed to monitor performance and plan capital investment
• Condition assessments may be collected at the individual or asset class level
• Condition assessments may include vulnerabilities to natural/climate hazards
• Condition assessments are only required for assets with direct capital responsibility
### Assessing Condition by Asset Class

<table>
<thead>
<tr>
<th>Category</th>
<th>Asset Inventory</th>
<th>Assessing Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>• All non-revenue service vehicles and equipment &gt; $50K used in the provision of public transit, except 3rd-party equipment assets</td>
<td>• Only equipment with <strong>direct</strong> capital responsibility, no third party assets</td>
</tr>
<tr>
<td>Rolling Stock</td>
<td>• All revenue vehicles used in the provision of public transit</td>
<td>• Only revenue vehicles with <strong>direct</strong> capital responsibility</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>• All infrastructure used in the provision of public transit</td>
<td>• Only infrastructure with <strong>direct</strong> capital responsibility</td>
</tr>
<tr>
<td>Facilities</td>
<td>• All facilities used in the provision of public transit (excluding bus structures)</td>
<td>• Only facilities with <strong>direct</strong> capital responsibility (excluding bus structures)</td>
</tr>
</tbody>
</table>
3. Decision Support Tools

• List analytical process(es) used to make investment prioritization
  ▪ To estimate capital investment needs over time
  ▪ To assist in prioritization

• The tool does not have to be specialized software
4. Investment Prioritization

- A ranked listing of proposed projects and programs ordered by year of planned implementation
- Prioritization locally determined based on policy and need
- Must adequately consider
  - Identified unacceptable safety risks
  - Accessibility requirements
- Fiscally constrained based on estimated funding levels
TAM Plan Timeframes

- Plans would be updated in their entirety at least every 4 years
  - Coincide with relevant (Statewide) Transportation Improvement Program
  - Cover at least 4 years
  - Should be amended during the horizon period when there is a significant change

- Initial TAM Plans completed no later than 2 years after effective date (October 2018)
D. Performance Management
## Analyzing Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Assessing Condition</th>
<th>Performance Targets</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equipment</strong></td>
<td>- Only equipment with direct capital responsibility, no third party assets</td>
<td>- Only non-revenue service vehicles</td>
<td>ULB</td>
</tr>
<tr>
<td><strong>Rolling Stock</strong></td>
<td>- All revenue vehicles used in the provision of public transit</td>
<td>- Only revenue vehicles by vehicle class/mode</td>
<td>ULB</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td>- Only infrastructure with direct capital responsibility</td>
<td>- Only fixed rail guideway with direct capital responsibility</td>
<td>%</td>
</tr>
<tr>
<td><strong>Facilities</strong></td>
<td>- Only facilities with direct capital responsibility (not bus structures)</td>
<td>- Maintenance and Administrative and Passenger Stations and Parking Facilities with direct capital responsibility</td>
<td>TERM</td>
</tr>
</tbody>
</table>
Targets for Performance Measures

• Set targets annually for each asset class
• Supported by data
  ▪ Most recent condition data
  ▪ Reasonable financial projections
• Targets for Group Plans apply to the group as a whole
• Reported annually to National Transit Database (NTD)
Useful Life Benchmark (ULB)

• ULB ≠ Useful life for FTA grant programs
• Useful Life Benchmark is defined as the expected lifecycle of a capital asset for a particular Transit Provider’s operating environment, or the acceptable period of use in service for a particular Transit Provider’s operating environment.
• ULB takes into account a provider’s unique operating environment (i.e. geography, service frequency, etc.)
• There are default ULB values, but agencies are welcome to develop their own
## Sample Default ULBs

<table>
<thead>
<tr>
<th>Revenue Vehicle Type</th>
<th>Default Useful Life Benchmark</th>
<th>Useful Life in Grant Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automated Guideway Vehicle (AG)</td>
<td>31</td>
<td>12</td>
</tr>
<tr>
<td>Bus (BU)</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Cutaway Bus (CU)</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Ferryboat (FB)</td>
<td>42</td>
<td>25</td>
</tr>
<tr>
<td>Heavy Rail Passenger Car (HR)</td>
<td>31</td>
<td>30</td>
</tr>
<tr>
<td>Light Rail Vehicle (LR)</td>
<td>31</td>
<td>25</td>
</tr>
<tr>
<td>Commuter Rail Locomotive (RL)</td>
<td>39</td>
<td>30</td>
</tr>
<tr>
<td>Trolleybus (TB)</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Van (VN)</td>
<td>8</td>
<td>7</td>
</tr>
</tbody>
</table>

*Final Rule: Performance Management*
Performance Measures

• **Equipment**
  - Percentage of vehicles that have met or exceeded their Useful Life Benchmark (ULB)

• **Rolling Stock**
  - Percentage of revenue vehicles within a particular asset class that have met or exceeded their ULB

• **Infrastructure**
  - Percentage of track segments with performance restrictions by class

• **Facilities**
  - Percentage of facilities with a condition rating below 3.0 on the FTA Transit Economic Requirements Model (TERM) scale (1=Poor to 5=Excellent)
E. Recordkeeping and Reporting Requirements

Including the role of the National Transit Database
Annual Reporting Requirements

• Submit to NTD
  1. Data Reports
     ▪ Projected performance targets for next fiscal year
     ▪ System Condition and Performance Reports
  2. Narrative Report
     ▪ Change in condition
     ▪ Progress toward targets

• Group Plan Sponsors submit consolidated reports on behalf of their participants

• A TAM-NTD Crosswalk can be found on the TAM website
National Transit Database Webpage


Final Rule: Recordkeeping and Reporting Requirements
Recordkeeping Requirements

• Maintain records supporting TAM Plan
• Share with State and metropolitan planning organization (MPO) planning agencies
  ▪ TAM Plan
  ▪ Performance targets
  ▪ Investment strategies
  ▪ Annual condition assessments
Certification

• TAM Plans are Self-Certified by the Accountable Executive

• FTA will update Certifications and Assurances to reflect TAM Plan requirements

• FTA will review Plans and Progress during Triennial and State Management Reviews, as well as during MPO Certification Reviews
Implementation
Where do we go from here?

- Final Rule Published (7/26/2016)
- Final Rule Effective (10/1/2016)
- Initial Targets Set (1/2017)
- Initial TAM Plan Completion Date (10/2018)
- TAM Reports Due Date (Annually with NTD report)
## TAM Timelines

*Items in blue Submitted to NTD*

<table>
<thead>
<tr>
<th>Activity</th>
<th>Initial Due Date</th>
<th>Ongoing Submittal Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Rule Effective Date</td>
<td>October 1, 2016</td>
<td>n/a</td>
</tr>
<tr>
<td>SGR Targets</td>
<td>Set by January 2017 (Do not need to be reported to NTD)</td>
<td><em>Annually within 4 months of end of provider’s FY as part of NTD Report</em></td>
</tr>
<tr>
<td>TAM Plan</td>
<td>October 1, 2018</td>
<td>Every 4 years</td>
</tr>
<tr>
<td>Asset Inventory and Condition Reporting</td>
<td><em>Within 4 months of end of provider’s FY 2018</em></td>
<td>As part of NTD Report</td>
</tr>
<tr>
<td>Narrative Report</td>
<td><em>Within 4 months of end of provider’s FY 2019</em></td>
<td><em>Annually within 4 months of end of provider’s FY</em></td>
</tr>
</tbody>
</table>
What type of TAM plan do I need to develop?

1. Is this rule applicable to me?
2. Am I Tier I or Tier II?
3. Can I participate in a Group Plan?
TAM Plan Example

1. Inventory Capital Assets

   Agency A:
   - Owns Four 30-foot low-floor buses

   Agency B:
   - Owns Two 30-foot low-floor buses

Group Plan inventory would include six 30-foot low-floor buses
TAM Plan Example

2. Assess Condition

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Bus 1</th>
<th>Bus 2</th>
<th>Bus 3</th>
<th>Bus 4</th>
<th>Bus 5</th>
<th>Bus 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poses safety risk (0-5)</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Age (years)</td>
<td>17</td>
<td>15</td>
<td>15</td>
<td>7</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Poor reliability (0-5)</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Poor appearance (0-5)</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
### TAM Plan Example

#### 3. Decision Support Tools

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Bus 1</th>
<th>Bus 2</th>
<th>Bus 3</th>
<th>Bus 4</th>
<th>Bus 5</th>
<th>Bus 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poses safety risk (0-5)</td>
<td>8</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Age (years)</td>
<td>.5</td>
<td>17</td>
<td>15</td>
<td>15</td>
<td>7</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Poor reliability (0-5)</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Poor appearance (0-5)</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>59.5</td>
<td>25.5</td>
<td>32.5</td>
<td>43.5</td>
<td>47.5</td>
<td>7</td>
</tr>
</tbody>
</table>

#### 4. Investment Prioritization

- Score $\geq 50$ ........... Replace this year
- $30 \leq $ Score $< 50$ ....... Replace in year 3
- Score $< 30$ ............. No immediate remedial action
Reporting Requirements

Performance Measures and Targets

a) Calculate condition information
b) Set targets for next fiscal year

35% of 30-foot buses will exceed the 12-year ULB.

<table>
<thead>
<tr>
<th></th>
<th>ULB</th>
<th>Bus 1</th>
<th>Bus 2</th>
<th>Bus 3</th>
<th>Bus 4</th>
<th>Bus 5</th>
<th>Bus 6</th>
<th>Exceed ULB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>12</td>
<td>17</td>
<td>15</td>
<td>15</td>
<td>7</td>
<td>7</td>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td>Year 2</td>
<td>12</td>
<td>retired</td>
<td>16</td>
<td>16</td>
<td>8</td>
<td>8</td>
<td>3</td>
<td>33%</td>
</tr>
</tbody>
</table>
Report Annually to NTD (group plan sponsor):

• Data Report
  ▪ Condition information
  ▪ Performance targets for next FY

• Narrative report
  ▪ Describing changes

• Sponsors submit consolidated report for the group
Technical Assistance from FTA

- TERM-Lite
- Transit Asset Management Guide
- TCRP Products
- TAM News & Noteworthy Practices
- Small Provider Guide and Template
- Asset Inventory Development & Integration Guide
- Training & Webinars
- Facility Condition & Rail Guideway Guidebooks

https://www.transit.dot.gov/TAM
Asset Management Guide for Small Providers

• Explains/provides:
  - Who, What, & Why TAM
  - TAM plan requirements for small providers
  - Other TAM plan considerations (e.g., reporting, monitoring)
  - TAM plan template

Table 2-1 & 2-2, FTA Asset Management Guide for Small Providers

<table>
<thead>
<tr>
<th>Transit Agency Business Benefits</th>
<th>Asset Management Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved customer service</td>
<td>• Improves on-time performance, service operations, and vehicle and facility cleanliness.</td>
</tr>
<tr>
<td></td>
<td>• Reduces missed trips, slow orders, and station shutdowns.</td>
</tr>
<tr>
<td></td>
<td>• Focuses investments around customer-centered goals and metrics.</td>
</tr>
<tr>
<td>Improved productivity, reduced safety risks, and reduced costs</td>
<td>• Maintains assets more effectively, using condition-based approaches and predictive and preventive maintenance strategies to reduce costs while improving service delivery.</td>
</tr>
<tr>
<td></td>
<td>• Reduces chances of maintenance-related safety hazards due to improved asset condition.</td>
</tr>
</tbody>
</table>

| Data for decision-making                                           | • Better aligns spending with an agency’s greatest return from limited financial resources.                                                                  |
|                                                                     | • Incorporates lifecycle cost, risk, and performance assessments.                                                                                           |
|                                                                     | • Improves visibility for budgeting, understanding other costs or financing needs, and/or other replacement needs.                                          |
|                                                                     | • Provides better understanding of investments and outcomes (conditions) to lead to more accurate estimates of condition.                                      |

<table>
<thead>
<tr>
<th>Requirement Reference</th>
<th>Requirement</th>
<th>Part I Guide Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>49 U.S.C. 5326(b)(2)</td>
<td>Develop TAM Plan that includes capital asset inventories.</td>
<td>Section 3.1.2</td>
</tr>
<tr>
<td>5326(a)(2)(A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49 U.S.C. 5326(b)(2)</td>
<td>Develop TAM Plan that includes condition assessments.</td>
<td>Section 3.1.4</td>
</tr>
<tr>
<td>5326(a)(2)(A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49 U.S.C. 5326(b)(2)</td>
<td>Develop TAM Plan that references use of decision support tools.</td>
<td>Section 3.1.5</td>
</tr>
<tr>
<td>5326(a)(2)(A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49 U.S.C. 5326(b)(2)</td>
<td>Develop TAM Plan that includes investment prioritization.</td>
<td>Section 3.1.6</td>
</tr>
<tr>
<td>5326(a)(2)(A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49 U.S.C. 5326(b)(3)</td>
<td>Report on condition of system.</td>
<td>Sections 3.1.3 and 3.2</td>
</tr>
<tr>
<td>49 U.S.C. 5326(b)(3)</td>
<td>Provide description of any change in condition since last report.</td>
<td>Sections 3.1.3 and 3.2</td>
</tr>
<tr>
<td>49 U.S.C. 5326(c)(2)</td>
<td>Provide performance targets in relation to SGR performance measures.</td>
<td>Sections 3.1.1 and 3.2</td>
</tr>
<tr>
<td>49 U.S.C. 5326(c)(3)(A)</td>
<td>Report on progress toward meeting performance target.</td>
<td>Sections 3.1.1 and 3.2</td>
</tr>
<tr>
<td>49 U.S.C. 5326(c)(3)(B)</td>
<td>Provide subsequent fiscal year performance targets.</td>
<td>Sections 3.1.1 and 3.2</td>
</tr>
</tbody>
</table>
TAM Template for Small Providers

Asset Condition: What condition are your assets in to run the services required? How does the actual condition compare to the target set for the assets? The tables to the right are automatically populated based on your inventory on the previous sheet. There is one table for each asset category (three total). Scroll to the right to view all tables.

Complete the tables by filling in the input cells with the Useful Life Benchmark for each asset. Refer to Section 3.1.1 of Part I for an explanation of the Useful Life Benchmark.

Asset Condition Summary: Click the "Summarize" button to update the summary table to calculate the percent of assets past their Useful Life Benchmark.

Next Steps

• Guides are open for comment
  ▪ Webinar: August 11

• If you have questions, where do you go?
  ▪ Website: www.transit.dot.gov/TAM
  ▪ Regional Staff
  ▪ Mshadoni Smith
    Mshadoni.Smith@dot.gov