



Fourth State of Good Repair Roundtable
Asset Management System Implementation and Integration

“MARTA’s AMP Evolution”

Presented by

David M. Springstead
Senior Director of Engineering & Development

Developed by

Susan Thomas
Asset Management/SGR Project Manager

&

Peter Bruno
Asset Management/SGR Business Analyst



United States Department of Transportation
Federal Transit Administration

Topics

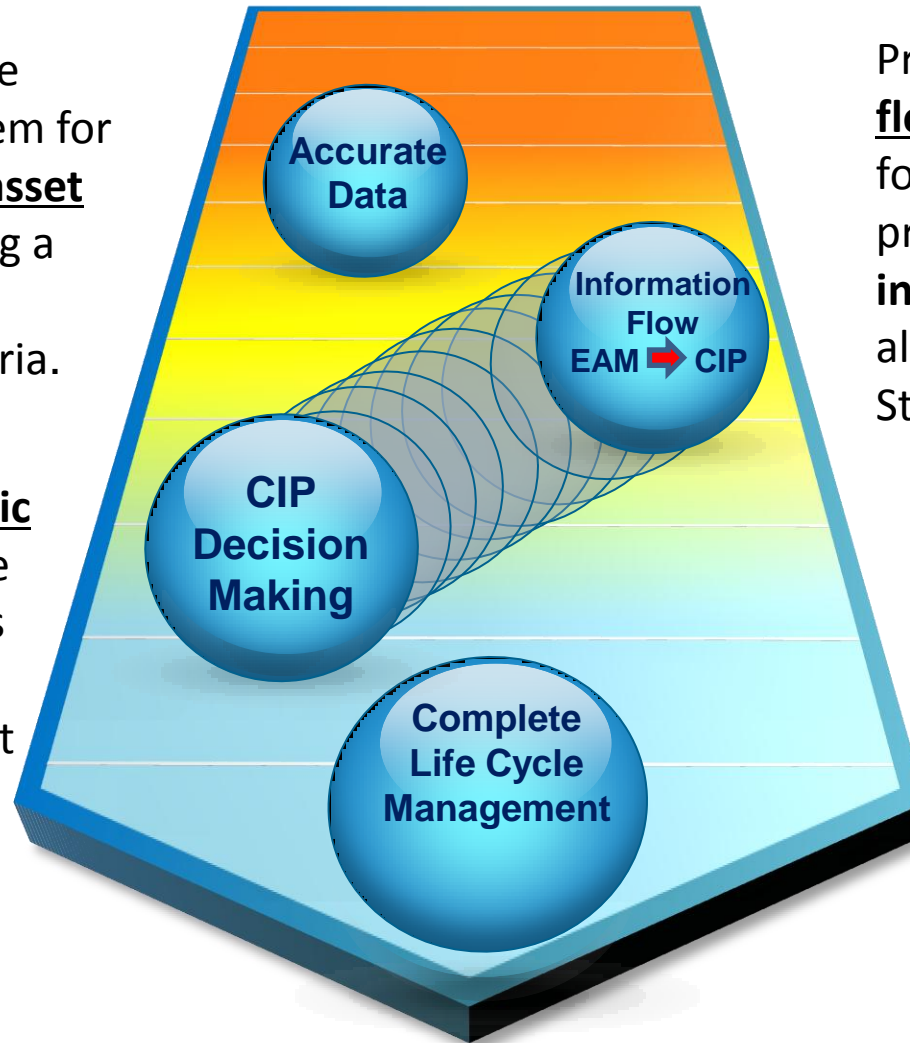
- **Vision & Evolution**
- **Organizational Structure**
- **AMP System Model: Components**
- **Lessons Learned / Takeaways**
- **Benefits**



AMP Vision

Implement a single MARTA-wide system for **condition-based asset** replacement, using a consistent set of prioritization criteria.

Establish a **systematic program** to prioritize and identify projects in the long-range Capital Improvement Plan.

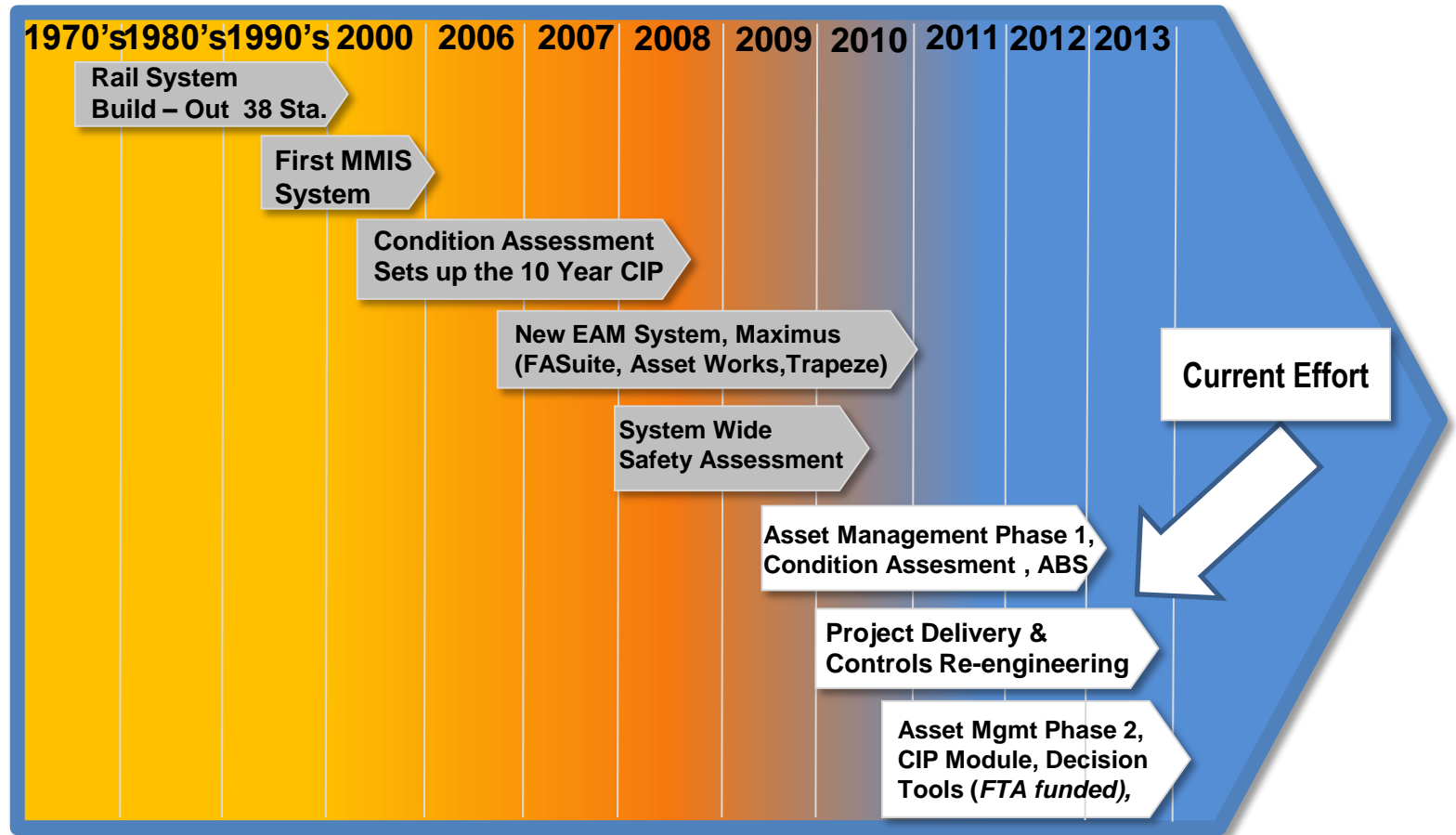


Provide a **continual flow of information** for establishing the priority of **capital initiatives** properly aligned with MARTA's Strategic Priorities.

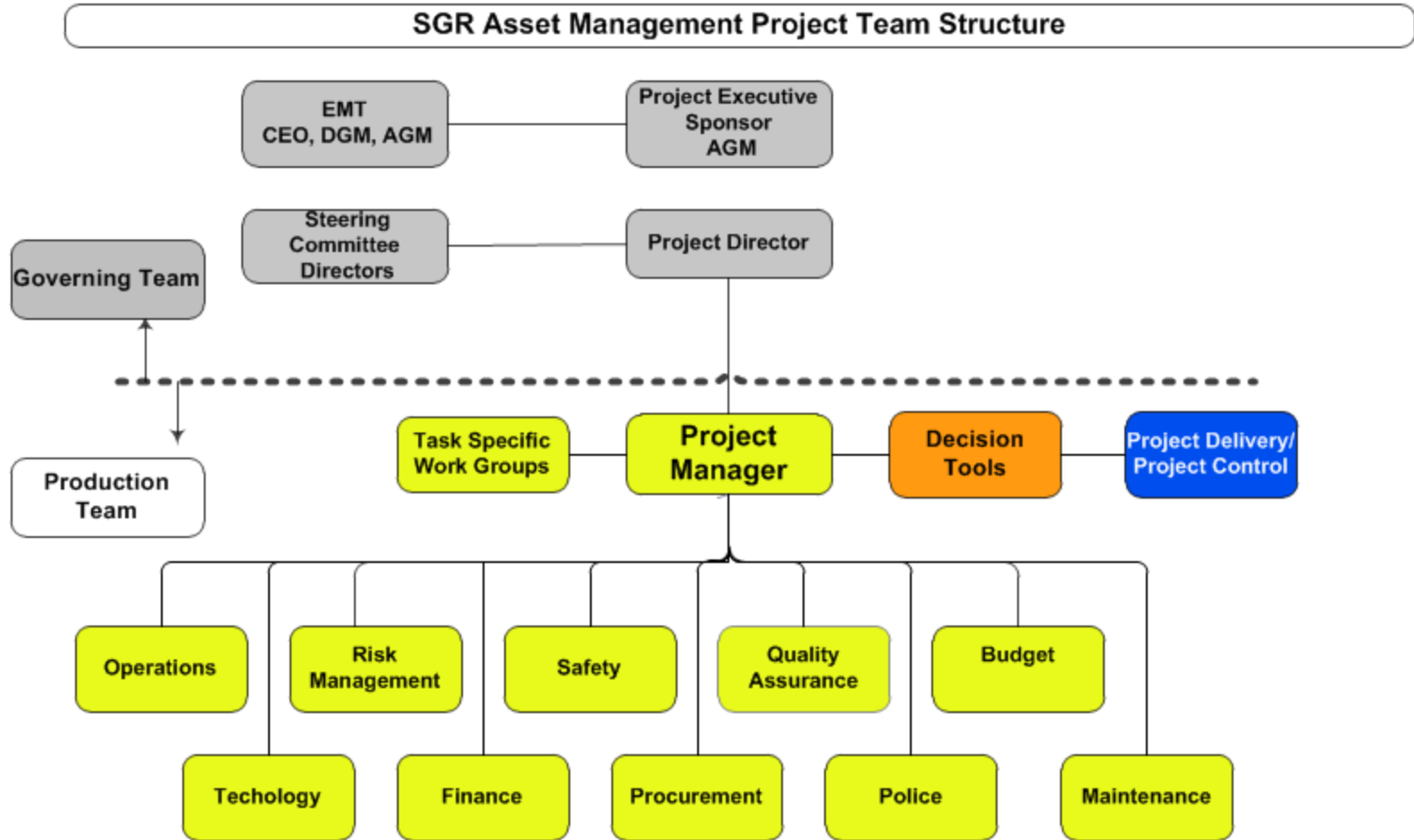
Deliver projects using the most cost effective delivery method.

Deliverables that assist the Authority to in managing their investment over its **complete life cycle.**

AMP Timeline



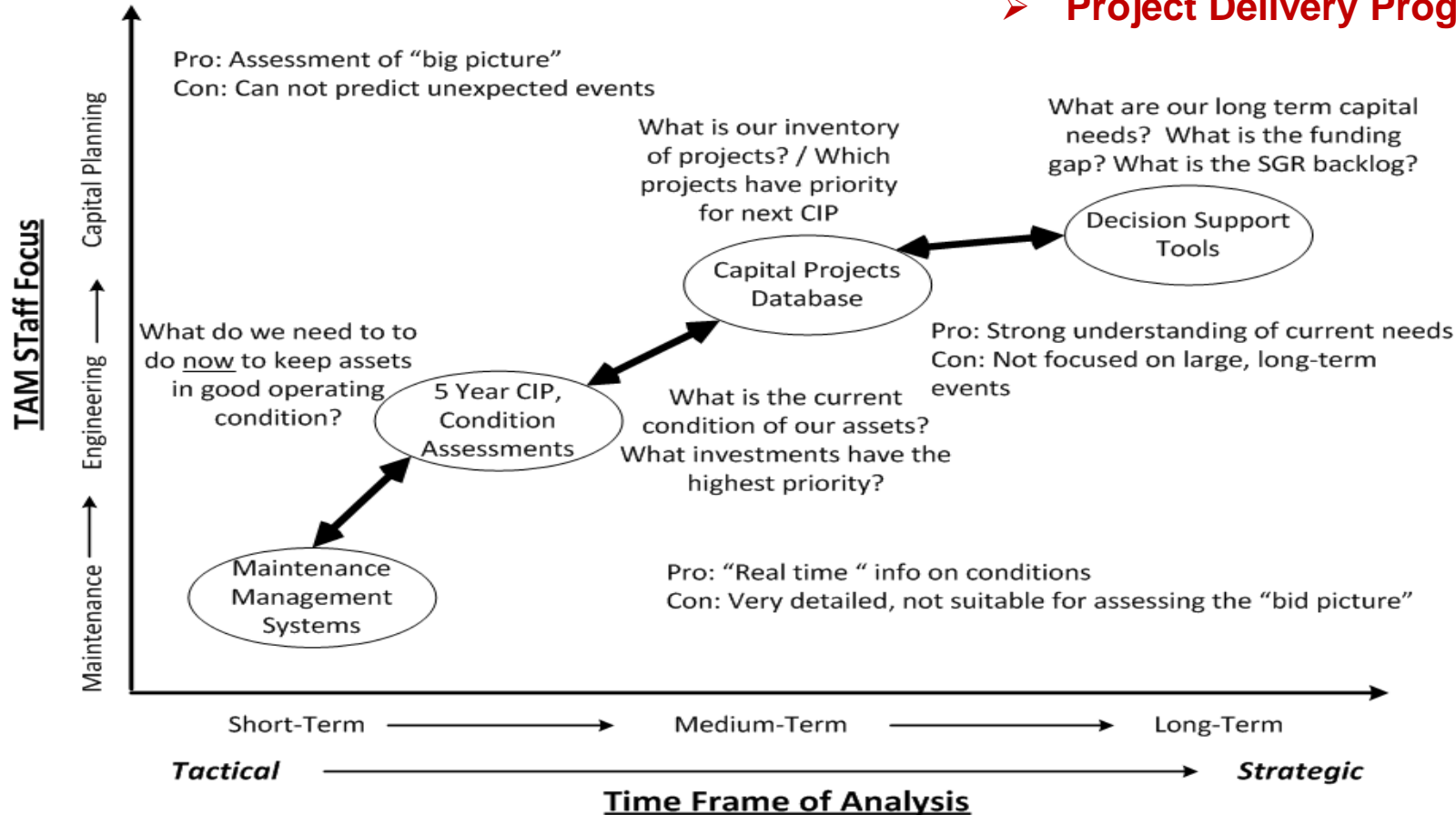
MARTA's AMP Organization



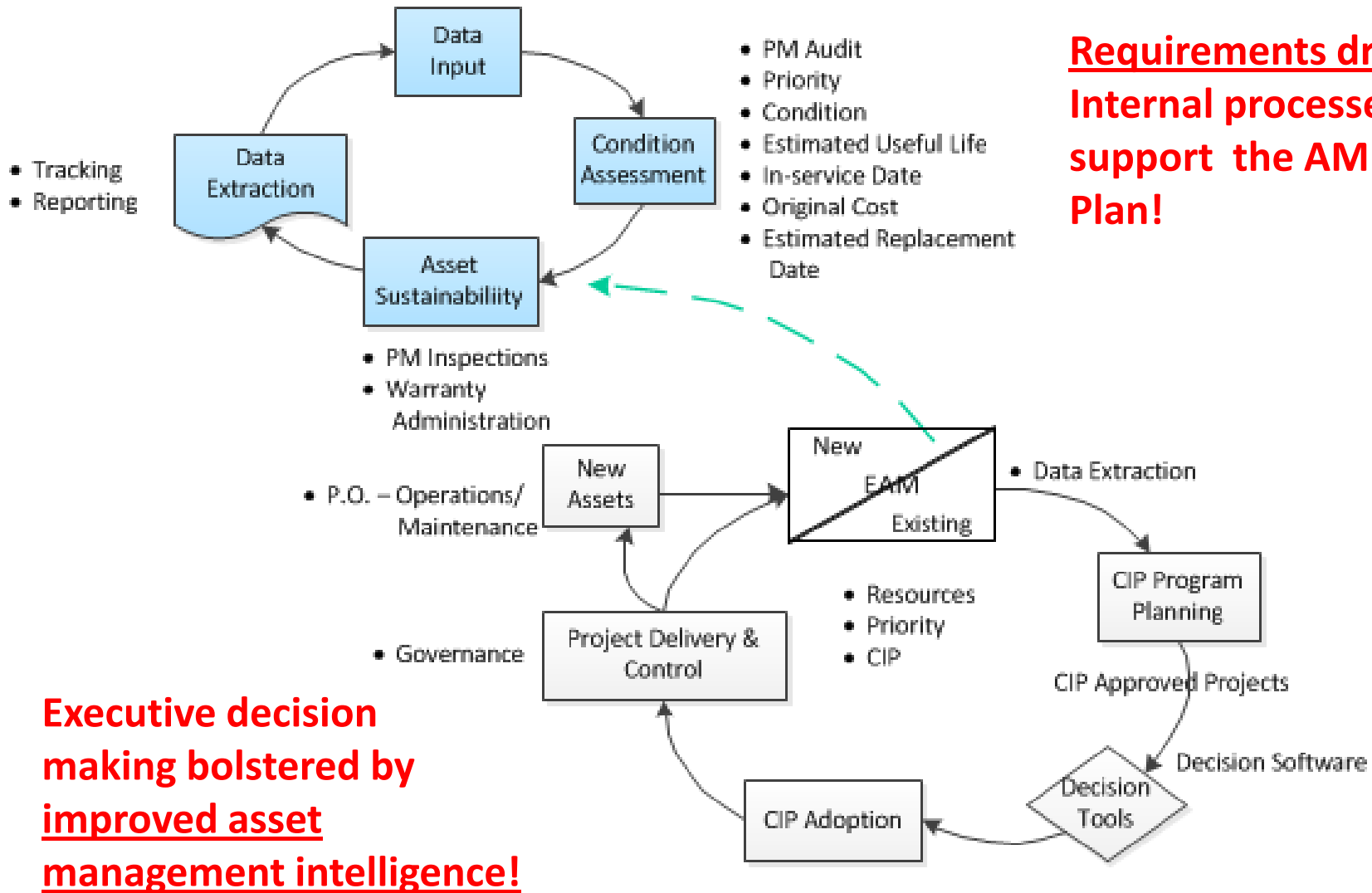
Transit State of Good Repair Continuum

This continuum helps agencies assess the state of ...

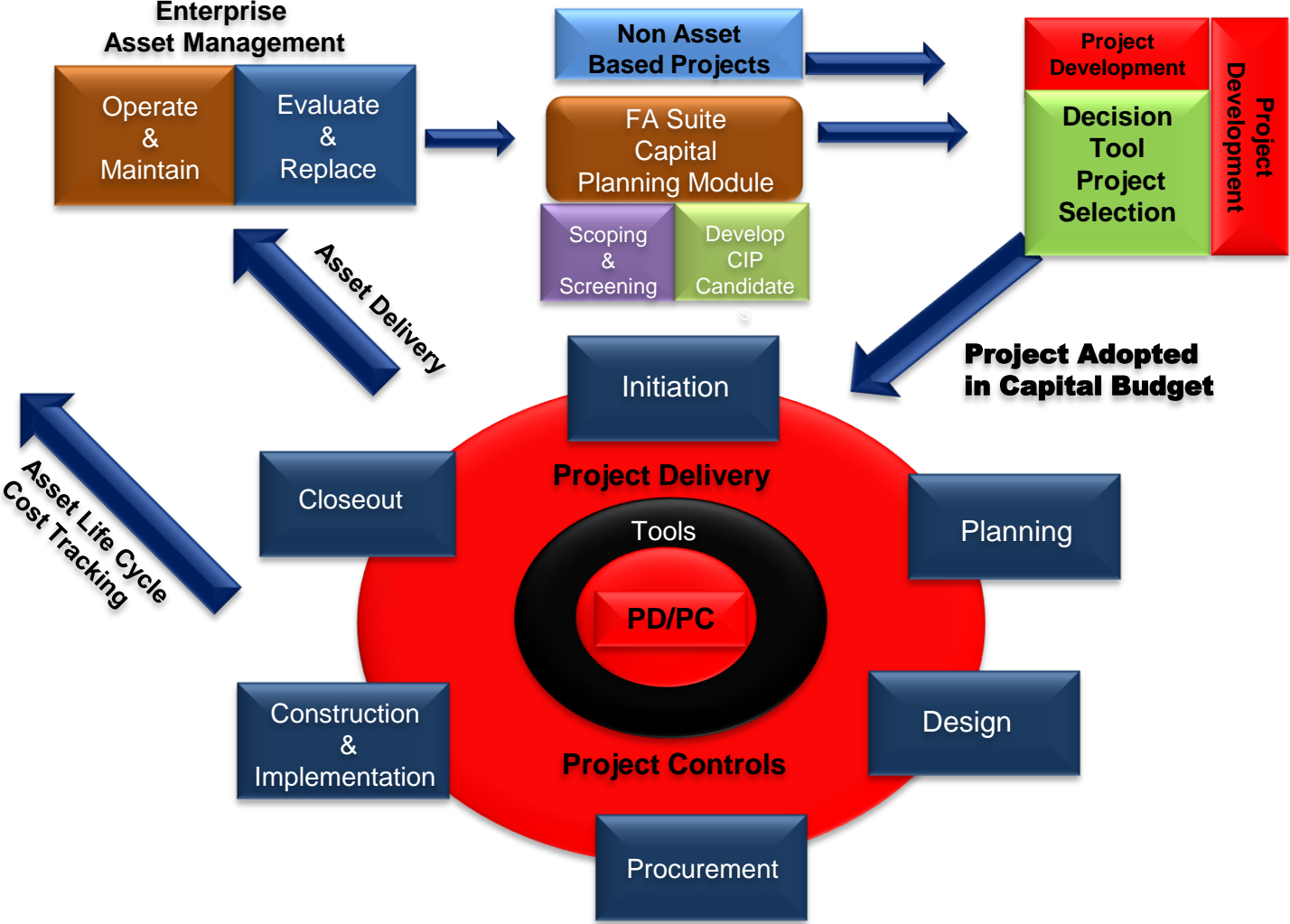
- **Asset Data**
- **Asset Mgmt System**
- **Capital Program**
- **Decision Tools**
- **Project Delivery Program**



MARTA's Systems Approach to AMP



MARTA's Fully Integrated AMP System Model



Enterprise Asset Management - Asset Database

Priority Codes:

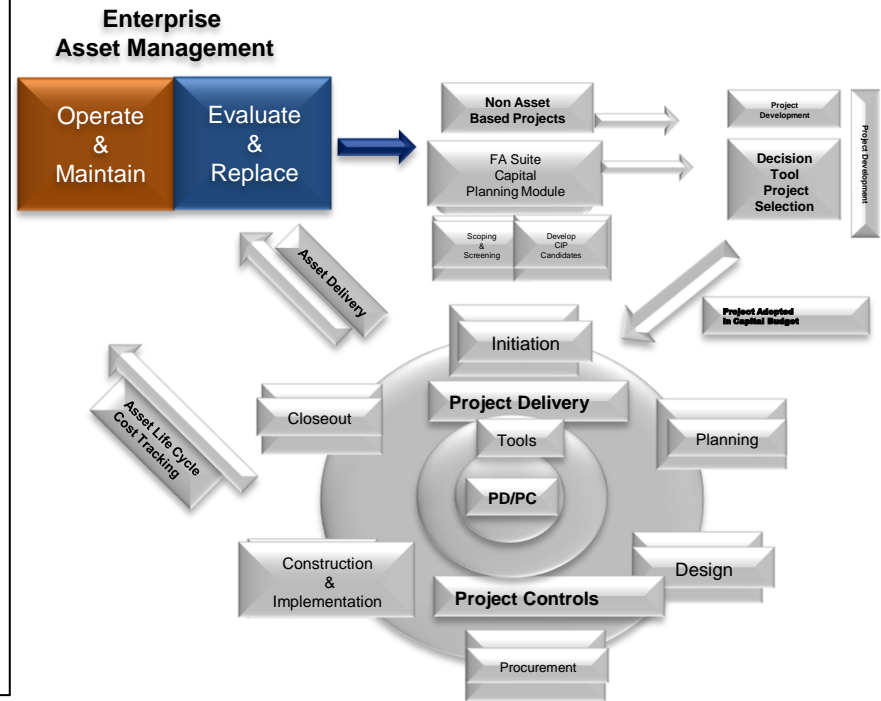
1. Life Safety Critical
2. Operation Critical
3. Operation Support
4. Operation Enhance
5. Operation Expansion
6. Failed
7. Decommissioned

Condition Codes:

5. Excellent
4. Good
3. Adequate
2. Marginal
1. Poor

Minimum Req'mts:

1. Equipment ID
2. Description
3. Asset Category
4. Equipment Type
5. EUL
6. Location
7. Life Cycle Status
8. Condition ID
9. Date in Service
10. Original Cost
11. Planned Retirement



- **Daily management of asset data (PM, PdM & I)**
- **Trusted, readily accessible data**
- **Triggers procurement decisions**
- **Cornerstone of our Capital Improvement Plan**



7/10/2012 4:20:17PM

Capital Improvement Summary

(This report pulls Life Cycle Code 1 to 5. Lf's columns note only relationship between equipment)

Parameters

Asset Category:COM

Equipment Type(s):[ALL]

Location(s):[ALL]

Equipment(s):[ALL] to [ALL]

Life Cycle Status(s):1,2,3,4,5

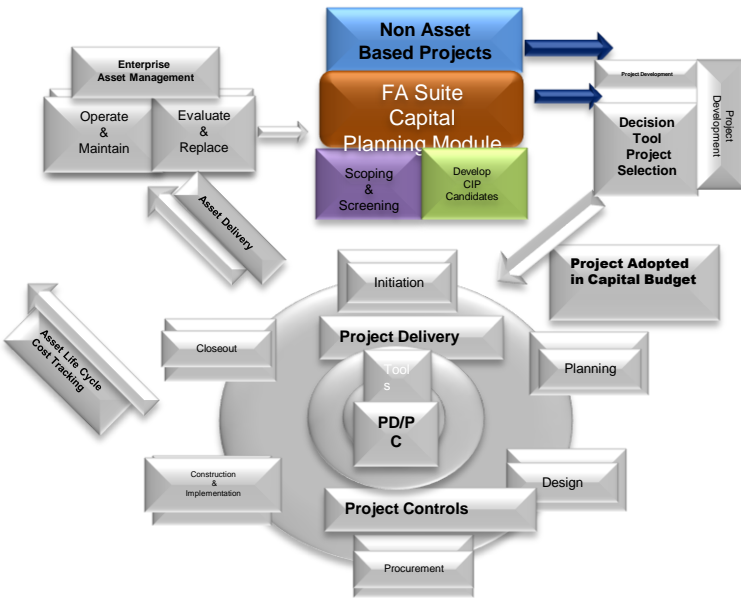
Condition Code (s): 1,2,3,4,5

EUL Code(s):[ALL]

Original Cost Range: 0.00 to 1,036,000.00

Equipment ID	Description	Asset Category	Asset Type	Equipment Type	Eul	Station Location	Stored Location	Life Cycle Status	Condition ID	Date In Service	Original \$Cost	Planned Retirement Date
ALARM												
RCC-FW-FAC	RSCC FIRE WARNING SYST.	COM	STATIONARY	ALARM	4	COM186	CC	2	3	07/01/1979	20,153	07/01/1983
EYT-INT-TWR	EYT-EAST YARD TOWER INTRUSION ALAI	COM	STATIONARY	ALARM	10	COM186	EY	2	3	09/10/2005	7,623	09/10/2015
SPT-INT-RFARE	FP- FIVE POINTS REDUCED FARE INT ALA	COM	STATIONARY	ALARM	10	COM186	SPT	2	5	06/30/2008	4,044	06/30/2018
PTC-INT-GAR	PARA TRANSIT GARAGE INTRUSION ALAI	COM	STATIONARY	ALARM	10	COM186	BR	2	3	04/01/1996	5,098	04/01/2006
SPT-INT-REST	FP- FIVE POINTS STATION RESTROOM IN	COM	STATIONARY	ALARM	10	COM186	SPT	2	3	05/26/1973	5,030	05/26/1983
SPT-INT-CUST	FP- FIVE POINTS CUSTOMER SERVICE RC	COM	STATIONARY	ALARM	10	COM186	SPT	2	5	06/30/2008	4,044	06/30/2018
SPT-INT-MRBL	FP- FIVE POINTS MARBLE ROOM INTRUS	COM	STATIONARY	ALARM	10	COM186	SPT	2	5	06/30/2008	4,044	06/30/2018

Capital Decision Making Requirements



- Integrated asset management module: ties **FASuite asset data with non-asset based projects**
- Compile assets in **meaningful projects** for replacement
- Ensures agency is aware of assets **ready for replacement - project identification**


CIP Evaluation Categories:

1. Program Priority (Safety, Reg. Ops Crit.)
2. Asset Condition
3. Strategic Agency Alignment
4. Funding Availability
5. Funding Source
6. Operating Budget Impact
7. Business Case/ROI
8. Estimated Payback Period
9. Sustainability/Environmental
10. Regional Impact
11. Partnership Opportunities
12. Speed of Delivery
13. Deliverability (complexity/likelihood)
14. Risk Management


Address: http://meemap13/Dev/Reporting/ReportViewer.aspx?ReportName=Equipment+Info%5cMR-Capital+Improvement+Plan.rpt

Show Filter To PDF Schedule Capital Improvement Plan Add to Favorite

1 of 1 100% powered by crystal



FASuite Information Center
Keeping Your Business in Focus...



Capital Improvement Plan

Asset Category: BUS,RAIL
Life Cycle Status: [ALL]
EUL Code: [ALL]
Life Total Meter: 0 to 99,999,999

Asset Category	Life Cycle Status
BUS	1- LIFE SAFETY-CRITICAL
RAIL	1- LIFE SAFETY-CRITICAL
RAIL	1- LIFE SAFETY-CRITICAL
Grand Total==>	

Address: http://meemap13/Dev/Reporting/ReportViewer.aspx?ReportName=Equipment+Info%5cMR-Capital+Improvement+Plan.rpt

Show Report Schedule Add to Favorites

Enter Life Cycle Status:

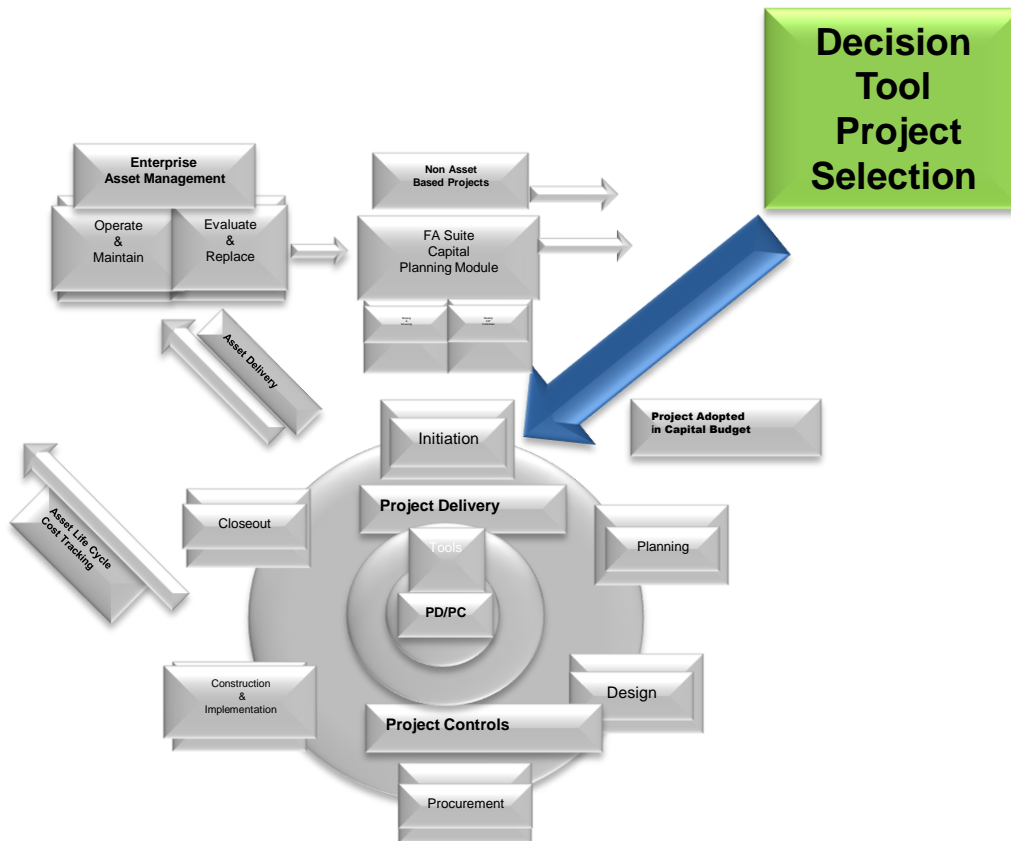
SEARCH BY: Item Desc 8 items found

Item	Desc
[ALL]	
1	LIFE SAFETY-CRITICAL
2	OPERATION CRITICAL
3	OPERATION SUPPORT
4	OPERATION ENHANCEMENT
5	OPERATION EXPANSION
6	DECOMMISSIONED
7	SALVAGE

Enter Start Life Meter:

Enter End Meter Life:

Project Decision Making



- Integrated project decision making: utilizes asset database and capital module output
- Groups candidate projects by agency-driven criteria
- Executive level “what-if” scenarios for portfolio optimization
- Presents financially constrained capital improvement plans ensuring informed decision making

**Budget constraints
Actual funding**

Expert Choice Resource Aligner

Budget Limit: 20,000
Funded Cost: 41,190

Benefits: 1.57%
Base Case Maximum: 50.55

Ignore: Musts Must Not Custom Constraints Dependencies Groups Funding Pools Risks

AID	Alternative	Funded	Benefit	Costs	Partial	Must	Must Not	Software Engineer	Hardware Engineer	Test Engineer
A6	Thin Client Transformation Project	YES	.674	18,900				3.0	2.0	3.0
A1	Plumtree Corporate Portal Enterprise Solution	YES	5.27	1,290				5.0	2.0	3.0
A7	Internet Lock Down Security and Legal Enforcement	NO	4.07	3,000				2.0	5.0	2.0
A8	PeopleSoft Financials System Upgrade	NO	3.46	4,500				5.0	1.0	2.0
A2	EMC SAN/NAS/SDP Package	NO	3.69	5,900				2.0	4.0	2.0
A10	IP Telephony Deployments	NO	2.44	3,499				1.0	3.0	3.0
A5	Enterprise Sales Force Pocket PC Deployment	YES	2.34	1,000				2.0	3.0	1.0
A9	Terra Database Consolidation and Migration	NO	16.7	12,300				2.0	5.0	5.0
A4	AS-400 Replacements	YES	1.40	20,000				0.0	3.0	2.0
A3	WiFi Global Ultra Secure Wireless Solution									

Expert Choice C:\Documents and Settings\rdougherty\Desktop\IT PORTFOLIO GOVERNANCE Roles.shp Combined

File Edit Assessment View Go Print Set Help Tools Formula Type Totals Risks Help

Move: ← → ↑ ↓

Alternative	Total	Costs	Risks	Status	RATINGS Align with Organizational Strategy Target Market Focus (G: 145)	RATINGS Align with Organizational Strategy Improve Customer Support (G: 103)	RATINGS Align with Organizational Strategy Internal Business Drivers (G: 100)	Improve Performance Maximize (G: 100)
Joba's Portfolio	0.466	12268			000	000	000	0
Thin Client Implementation	0.06	2100	0.161	Kill	710	861	806	9
Financial System Overhaul	0.71	4233	0.113	Fund	423	542	778	1.1
Customer Service Call Center	0.56	980	0.054	Kill	122	954	469	6
Oracle 9i Upgrade	0.73	118	0.011	Fund	118	118	118	3
ProServe System Upgrade	0.73	118	0.011	Fund	118	118	118	3
Cisco Routers v1	0.73	118	0.011	Fund	118	118	118	3
Sales Force Laptops	0.73	118	0.011	Fund	118	118	118	3
Firewall and Antivirus Licenses	0.73	118	0.011	Fund	118	118	118	3
Jane's Portfolio	0.234	5900			000	000	000	0
EMC Symmetrix - Option 1	0.234	5900			000	000	000	0
Desktop Replacements	0.234	5900			000	000	000	0
SRDF Site/Service	0.234	5900			000	000	000	0
Plumtree Corporate Portal Phase 1	0.234	5900			000	000	000	0
Mobile Workforce Pocket PCs	0.234	5900			000	000	000	0
Laptop Replacements v1	0.234	5900			000	000	000	0

**Comparative ranking
based on established
criteria of the Agency.**

Expert Choice: Increasing Budgets

File View

Parameters

Delta when optimizing for Increasing Budgets

Incur funded alternatives remain funded as budget increases

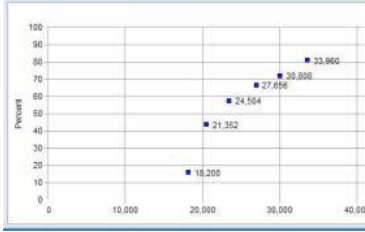
Approx. # of Increments: 24 Min Cost: 1,000

Specified Amount Min. Difference of Costs: 298

Budget	18,200	21,352	24,504	27,656	30,808
Benefit %	16.1%	43.5%	57.3%	66.2%	71.0%
Cost	18,200	20,498	23,498	26,997	30,098

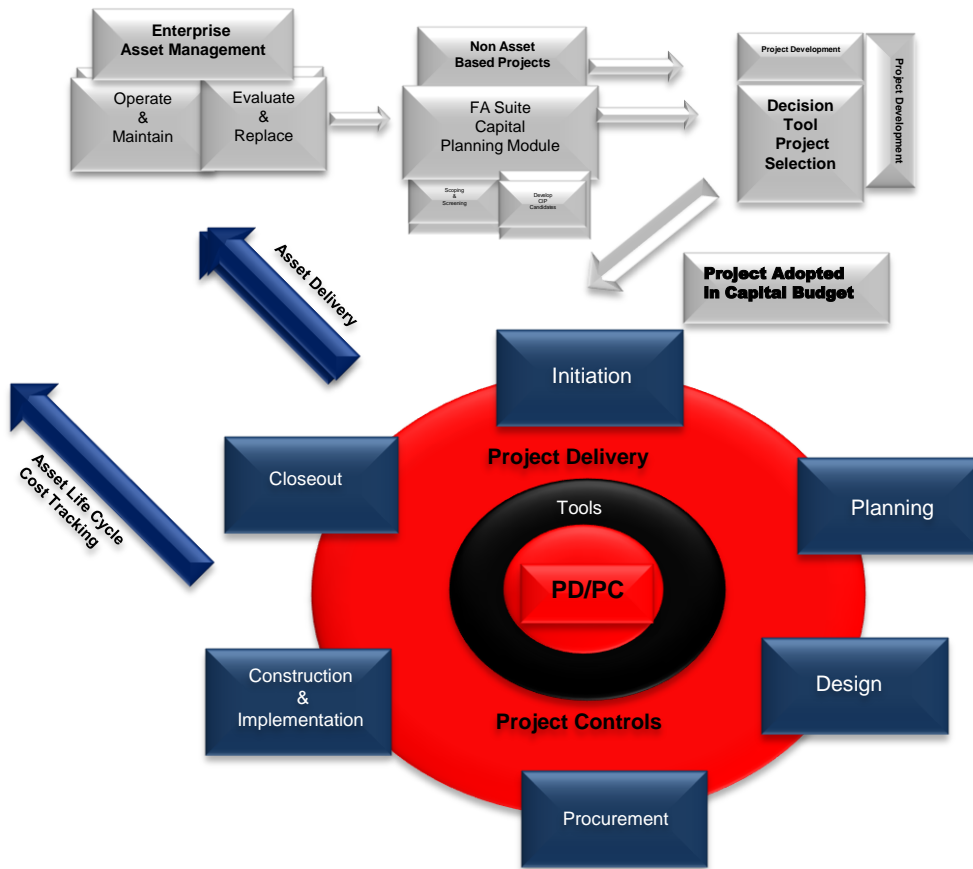
EMC SAN/NAS/SDP Package FUNDING FUNDING FUNDING FUNDING FUNDING
Terra Database FUNDING FUNDING FUNDING FUNDING FUNDING
Enterprise Sales Force Pocket PC Deployment FUNDING FUNDING FUNDING FUNDING FUNDING
Thin Client Transformation Project FUNDING FUNDING FUNDING FUNDING FUNDING
Plumtree Corporate Portal Enterprise Solution FUNDING FUNDING FUNDING FUNDING FUNDING
SRDF Site/Service FUNDING FUNDING FUNDING FUNDING FUNDING
Desktop Replacements FUNDING FUNDING FUNDING FUNDING FUNDING
WiFi Global Ultra Secure Wireless Solution FUNDING FUNDING FUNDING FUNDING FUNDING

**Shows your optimal
project portfolios
for various budget
increments.**



**Improving competitiveness of projects
Selecting the optimal project mix to maximize
the collective benefit, while balancing other
factors such as risk, budget or staffing
constraints and political considerations.**

Project Delivery & Control



- Capital projects delivery group equipped with proper **capacity/skills**
- Standardize capital project management **business processes** and **tools**
- Bolster project controls office to better monitor and report **project performance**.



Project Origination Document

Project Origination Checklist

Project Initiative			
Is this initiative a new Concept?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
• If yes, has this concept been proven through the implementation at other Authorities?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
• If no, is this project request based on a mandate or Authority Management directive?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Is this an Urgent Request?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Have you begun implementation of this initiative?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Does the initiative require physical changes to MARTA assets?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
If the initiative became a project would you consider implementation of the work scope to be of high risk due to project complexity?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Will the initiative support the current MARTA Strategic Plan and Priorities?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>



General Project Information	
Project Name	
AGM	
MARTA Department	
Project Owner/Sponsor	
Project Initiator	
Email Address	
Phone Number	
MARTA Department	
Expected Start Date	
Expected Completion Date	
Estimated Total Project Cost (In K's)	\$0
Expected Savings	\$0

IMPORTANT REMINDER

Please make sure you review requirements with your project team, MARTA Contracts and Procurement and other MARTA departments, before finalizing this template. Much of the information required will need to come from a discussion with these MARTA team members.

Identify Priority, Funding Source and Impact			
Program Urgency & Priority	Assets Condition	Funding Source	Operating Impact
Urgent Request? <input type="checkbox"/> Yes* <input type="checkbox"/> No * Explain in Problem Description	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Adequate <input type="checkbox"/> Substandard <input type="checkbox"/> State of Good Repair <input type="checkbox"/> Poor <input type="checkbox"/> Service Enhancements <input type="checkbox"/> Service Expansion	<input type="checkbox"/> Transfer funding from existing CP Project CP Project Number: _____ <input type="checkbox"/> New Federal Grant <input type="checkbox"/> New Funding Request <input type="checkbox"/> Partial Federal <input type="checkbox"/> Potential Federal <input type="checkbox"/> 100% Local <input type="checkbox"/> 100% Federal	<input type="checkbox"/> Cost Savings > 10% <input type="checkbox"/> Cost Savings < 10% <input type="checkbox"/> Neutral <input type="checkbox"/> Cost Increase < 10% <input type="checkbox"/> Cost Increase > 10%

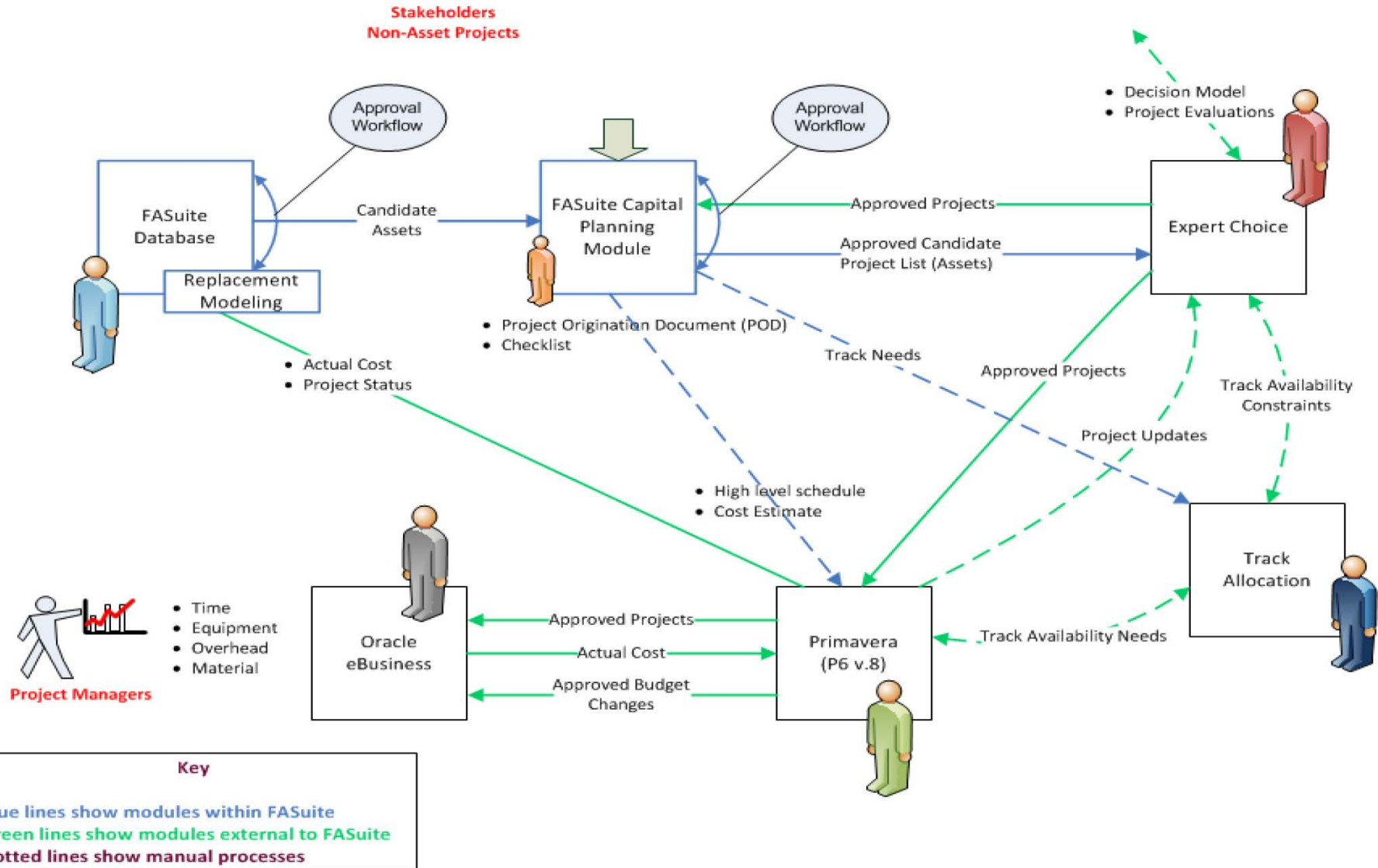
- ❖ Project scope
- ❖ Funding sources
- ❖ Partnering opportunities
- ❖ Required disciplines
- ❖ Resources required
- ❖ Procurement strategy
- ❖ Service impacts
- ❖ Customer impact
- ❖ Regional impact



Activity Name	Start	Finish	Budgeted Cost	FY2012	FY2013	FY2014
Template A Project File	28-Nov-11	14-Apr-14	\$3,512,250	\$1,309,200	\$1,344,639	\$658,411
Template A.1.020 Planning Phase	28-Nov-11	12-Mar-12	\$216,080	\$216,080	\$0	\$0
Template A.2 Procurement for Final Design & Construction	28-Nov-11	4-Dec-12	\$1,620,170	\$1,093,120	\$527,050	\$0
Template A.1.040 Design-Build Phase	3-Dec-12	13-Jan-14	\$1,573,600	\$0	\$917,598	\$756,012
Template A.1.105 Commissioning & Close-Out Phase	13-Jan-14	14-Apr-14	\$102,400	\$0	\$0	\$102,400

Planning Level Full Project Lifecycle Cost Estimate

AMP System Model Data Flow





1. Most Agencies **can't afford** to not have an effective fully integrated Asset Management Policy and Plan. It makes good business sense!
2. This effort may start as a project but it will become **your business process**...so select the right technology that will ensure a successful agency integration.
3. Understanding the integration plan: **buy-in, planning and execution**.
4. Know your assets: **Asset Break Down Structure** (ABS) is critical. Key to proper integration.
5. What level of **granularity** is recommended vs. required by the various stakeholders and end users?
6. Do I have the right **people, processes** and **procedures** to fully carry out my AMP integration?
7. **Culture Change (Authority:** maintenance, operations, engineering, materials, procurement, accounting, finance.... **Contractors & Vendors** have a learning curve just like you!)
8. Procedures must be comprehensive to **expose gaps** during system implementation even after extensive “to-be” work sessions. ***Try to break or beat the system!***
9. **All related disciplines (even the non-traditional ones)** must participate in policy and procedure development with their needs fully communicated and understood.
10. Remember: **IT TAKES FIVE (5) YEARS TO BECOME AN OVERNIGHT SUCCESS!**

MARTA's State of Good Repair Management Program

Renewing, Rebuilding, Reinvesting

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY


Sustaining Assets at MARTA

Of Special Note
MARTA, has since the 1990's, been focused on a comprehensive SGR program. MARTA's assets provide the backbone for safe, reliable, regional transit.

Since the early 1970's MARTA has undertaken the construction and expansion of the transit system through the sound management of assets. Over \$400M was invested in the rail and bus systems.

Renewing, Rebuilding, Reinvesting

MARTA's Asset Management Program: Serving our Customers, Sustaining our Assets, Securing the Future




marta		POLICY	ISS 09
Asset Management Plan Policy			
DEPARTMENT:	OPERATIONS		
APPROVED BY:	David M. Springstead Senior Director of E		
REMOVED BY:	Beverly A. Scott VICE		

the professional body for whole life management of physical assets

BSI PAS 55

Summary Report

No	Class	Score	Evidence
4.1	General requirements	3.0	MARTA's first life strategic asset management system (Maximum, see Asset Value) was implemented in 2006 and has up dated since the year. MARTA currently complies with Asset Value throughout the operation through the development of asset capital planning models to track and report asset of age and air. This is the only partnership of its kind where a strategic report is developed for each operation of asset management software and where the capital planning side of a strategic report are being designed to interface with the asset database. See above.

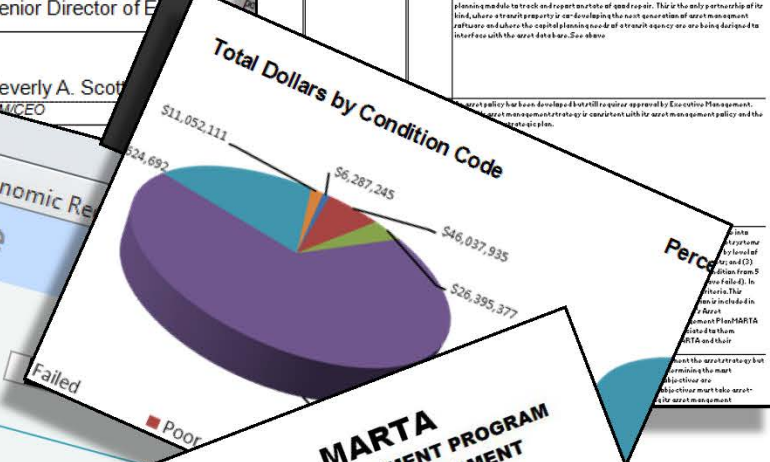


MARTA TRANSIT ASSET MANAGEMENT PLAN

FTA Transit Economic Recovery Model

TERM Lite

Model Setup Start Year

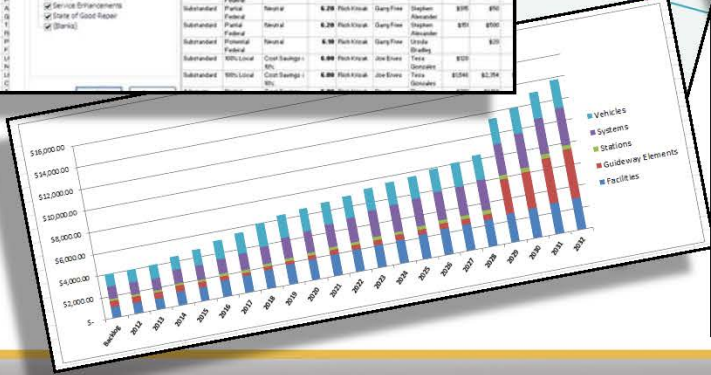


Ensures proper alignment



Proj	Category	Project Name	Phase	Program Prior	Condition Rating	Funding Source	Transfer Status	Asset Prog	Prog	Start	End
3107	Implementation	Sort A to Z			Substandard	Partial	Cost Savings	0%	0%		
3108	Implementation	Sort Z to A			Substandard	Partial	Cost Savings	0%	0%		
3109	Implementation	Sort by Color			Substandard	Partial	Cost Savings	0%	0%		
3110	Implementation	Clear Filter from Program History			Good	Partial	Cost Savings	7.7%	Full	2012	2012
3111	Implementation	Filter by Color			Substandard	Partial	Cost Savings	0%	0%		
3112	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3113	Implementation	Sort by Color			Substandard	Partial	Cost Savings	0%	0%		
3114	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3115	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3116	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3117	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3118	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3119	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3120	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3121	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3122	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3123	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3124	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3125	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3126	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3127	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3128	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3129	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3130	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3131	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3132	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3133	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3134	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3135	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3136	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3137	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3138	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3139	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3140	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3141	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3142	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3143	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3144	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3145	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3146	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3147	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3148	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3149	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		
3150	Implementation	Sort by Status			Substandard	Partial	Cost Savings	0%	0%		

Asset Inventory Model

Fall 2011 Instruction Manual



MARTA ASSET MANAGEMENT PROGRAM CONDITION ASSESSMENT

Prepared by the
Office of the Senior Director of Engineering & Development
Metropolitan Atlanta Rapid Transit Authority

April 2012

marta Renewing, Rebuilding, Reinvesting

Results: Balanced Scorecard Rail OTP

30-JUN-2012

FY2012 0

KPIs

Rail System Generated OTP

Calculations

Variation

Period

Calendar: MARTA Fiscal Calendar

- Year
- Quarter
- Month
- Week

Compare To

- Target
- Prior Year

List of Scorecards > MARTA Strategy Map > Rail System Generated OTP

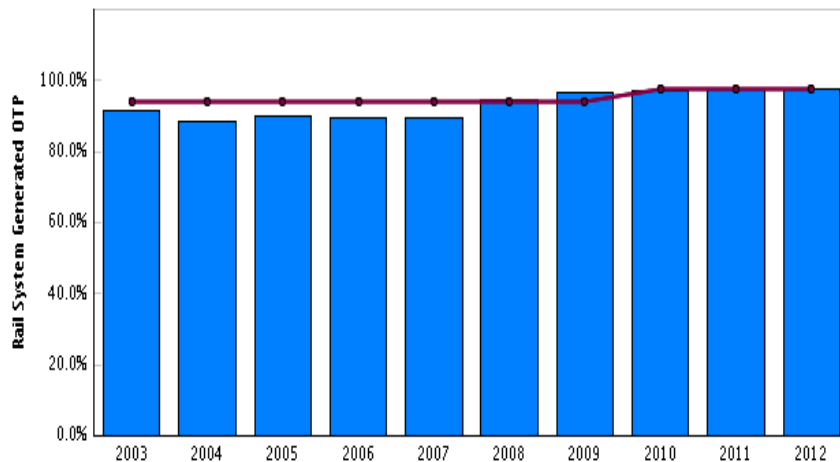
Rail System Generated OTP

Rail System Generated OTP For Fiscal Year

Data last updated: 08-JUL-2012

View by Rail Line

Rail System Generated OTP - 2012



Last Update Period: 2012

Rail System Generated OTP - Actual: 97.79% Target: 97.50% Variation: 0.29%

Table

Hide Table

Rail System Generated OTP		
Year	Actual	Target
2012	97.79%	97.50%

- MARTA's Offices of Maintenance of Way (MOW) and Rail Car Maintenance (RCM) track system assets through the EAM System.
- MARTA, a 33 year old system, is routinely achieving **98% Rail On-Time** Performance.
- This high level of performance is attributed to many things, but at its base is a well maintained rail fleet, wayside systems and infrastructure.

[Return to Top](#)

Wouldn't it be nice...

...one (1) asset file* accessible to all business units.

Reduced data redundancy

(multiple data systems, processes and exercises in data mining)

Reduced # of software systems

(maintenance and license fees, lack of consistency amongst users)

Reduced operating and capital costs

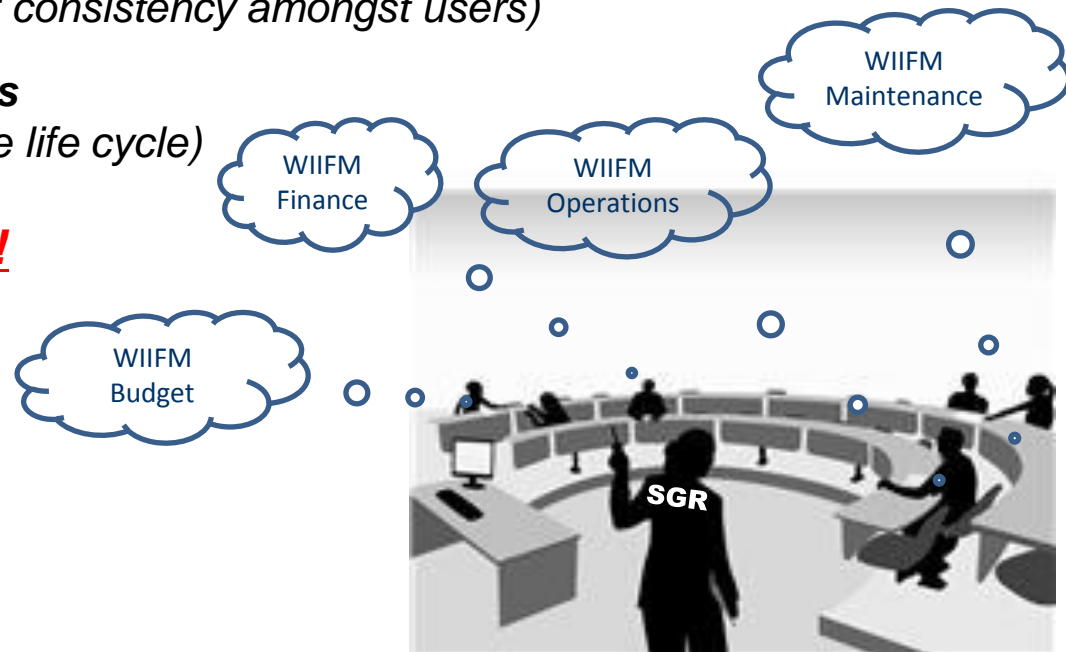
(cost effective management over entire life cycle)

It's not all about Capital Costs!!!

New opportunities to invest

- **Reduce backlog**
- **New construction**

** One asset file may not be practical for your organization but if you have the opportunity it is worth considering.*



Benefits



1. Better overall **agency performance**
2. Improved **customer service/customer experience**
3. **Lower operating & capital costs**
4. **Improved system reliability**
5. **Less inventory** (removal of obsolete parts, quicker identification of auction items)
6. Earlier identification of **procurement needs & burden**
7. **Less project discovery work / more accurate procurement documents**
8. **Reduced data entry - burden** (contractor s supply the agency with asset data)
9. **Reduced data duplication** (data storage and management)
10. **Better backlog management** (prioritized replacement/manage risk)
11. Improved **compliance** with local, state and federal requirements (**audit response**)
12. Better **environmental management** (system flags)
13. Better support of **transit industry initiatives**, particularly with **peer** agencies.
14. **Better positioned regionally** vs. other transportation providers
15. **Positive agency image**



dspringstead@itsmarta.com

www.itsmarta.com