Organizational Needs and Building Management Support for Effective Asset Management

Paul Edwards, P.E.

Senior Program Manager

Utah Transit Authority

WHAT IS ASSET MANAGEMENT?

WHAT IS STATE OF GOOD REPAIR?

DOES EXECUTIVE MANAGEMNT UNDERSTAND THE DIFFERENCE?

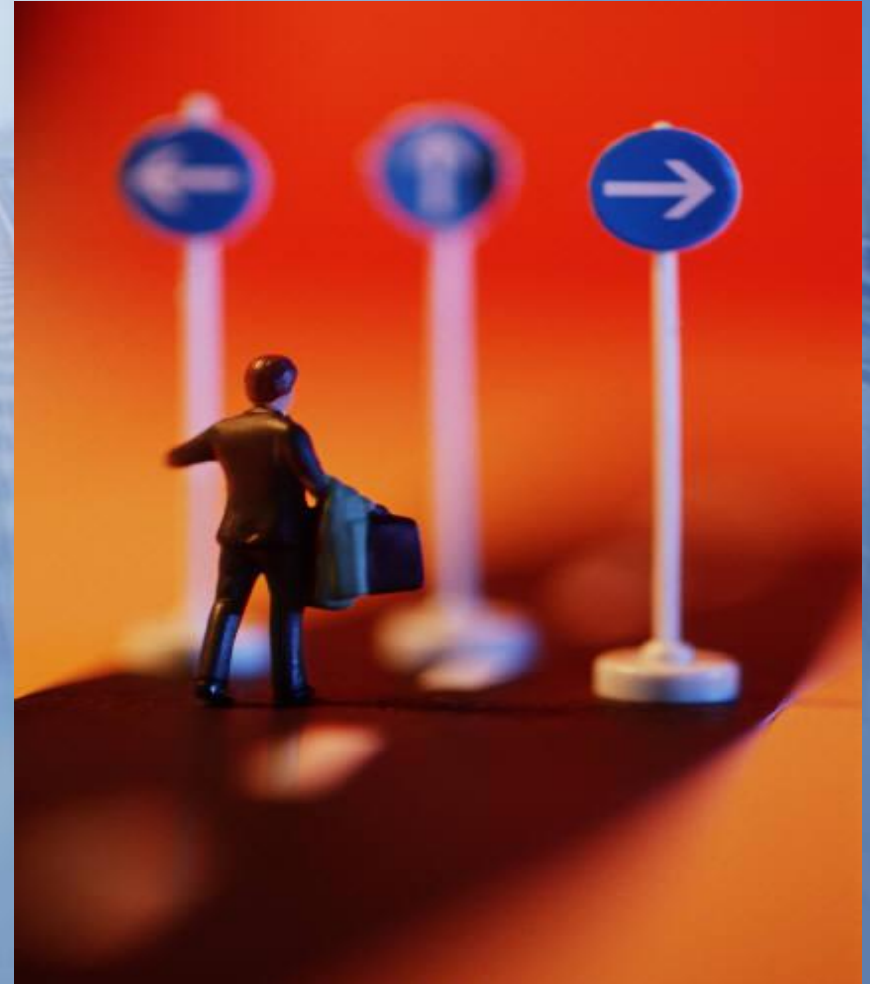# **UTA Development of an Asset Management System**

- **Find <u>and</u> mentor an Executive Champion**

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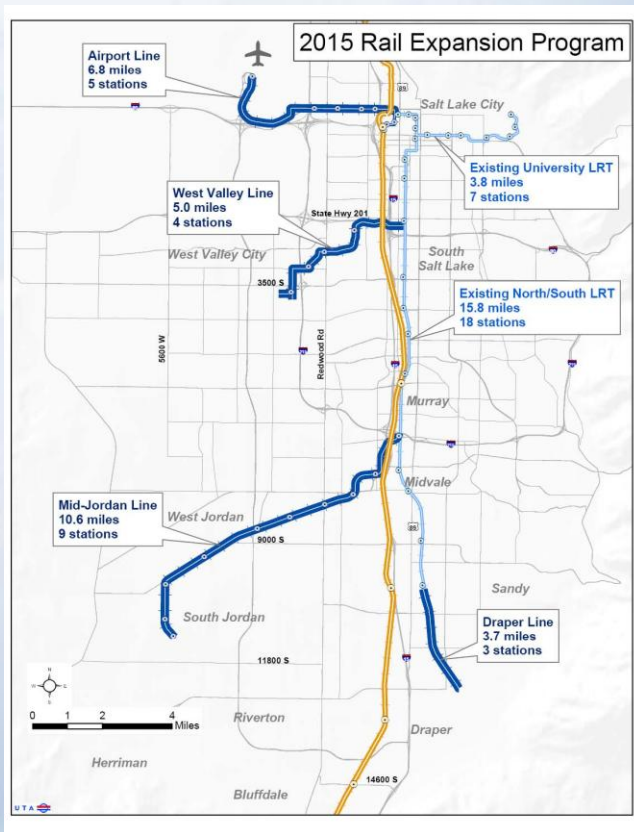 - **Develop a Philosophy**

Competing Philosophies

- **Expansion vs. Maintenance**
  - Continued success for UTA will require finding the right balance of these goals.

- UTA's original 15 mile light rail system is 13 years old. Maintenance and rehabilitation projects on this system will become more important and more frequent.
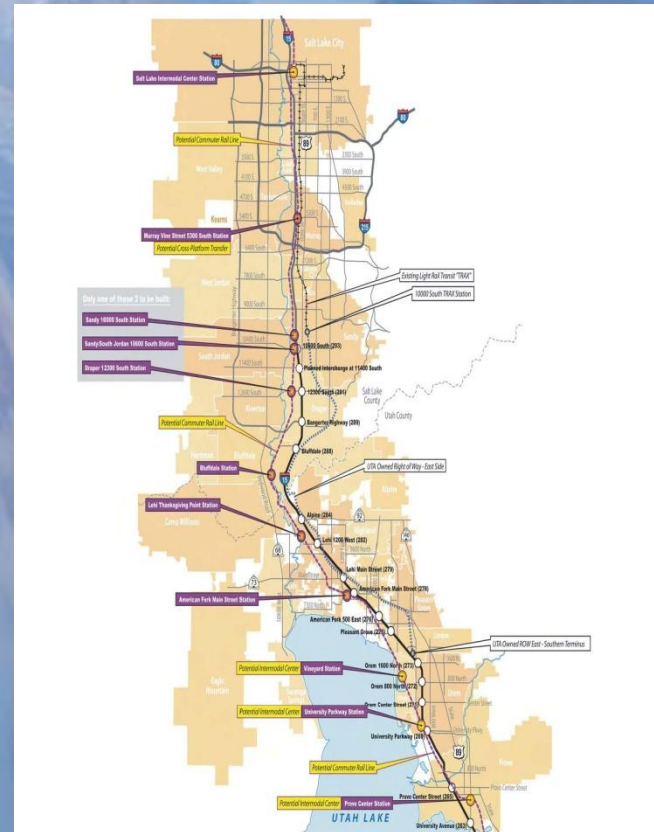
Rail Expansion Projects

Four New Salt Lake County LRT Projects- Two lines began revenue service on August 7th, 2011

New Commuter Rail South Project- Opening in December 2012

45 additional miles

- Find and mentor an Executive Champion
  - Develop a Philosophy
- **Identify and involve internal customers**

Breaking Down the Walls

Bus

Rail Operations

Capital Development

Planning

Facilities

Finance

UTA's Efforts to Break Down Walls

- Developed Asset Management Core Committee
  - Representatives from all areas
  - Representatives define inventory requirements and condition ratings
  - Meets monthly

- Find and mentor an Executive Champion

- Develop a Philosophy

- Identify and involve internal customers

- **Identify existing resources**

UTA currently has a functioning Asset Management System

- Structures (FRA required Bridge Inspection)
- Buses (Part of UTA's Financial System)
- Facilities (Part of UTA's Financial System)

They are not integrated
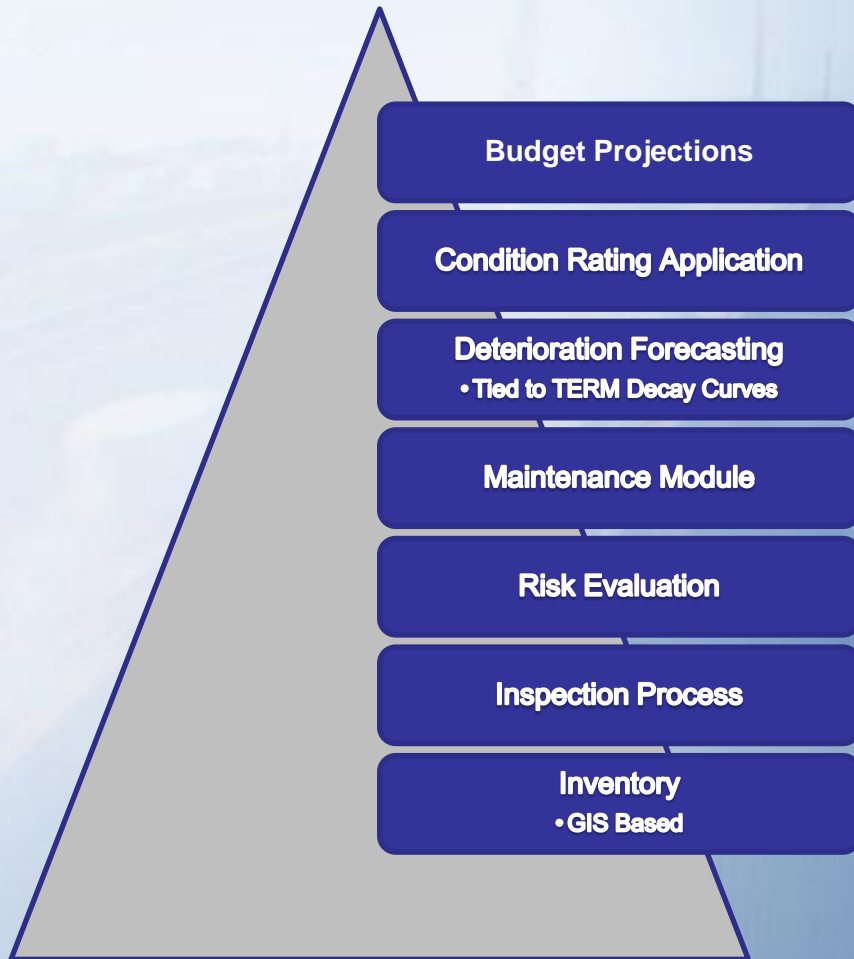
Information Challenges

- UTA has overwhelming amounts of data

- Still quantifying what information can be mined

- Groups are hesitant to share and give access to "their" data

- Find and mentor an Executive Champion
  - Develop a Philosophy
  - Identify existing resources
  - Identify and involve customers
- Define key outputs to meet internal and external needs

Start at the end and work backwards

UTA Asset Management Model

Budget Projections

Condition Rating Application

Deterioration Forecasting
• Tied to TERM Decay Curves

Maintenance Module

Risk Evaluation

Inspection Process

Inventory
• GIS Based

- Key components identified in UTA as necessary for a complete asset management system.

Key Budget Questions?

– What is the total backlog at UTA?

– How was the total backlog determined?

– Where is the greatest need and why?

– What level of funding is required to keep backlog constant?

– What level of funding is required to reduce backlog to specific number in 10/15/20 years?

– How is the best way to communicate this information to decision makers?

How Does Asset Management Fit Into The Organization??

Planning

Capital Operations
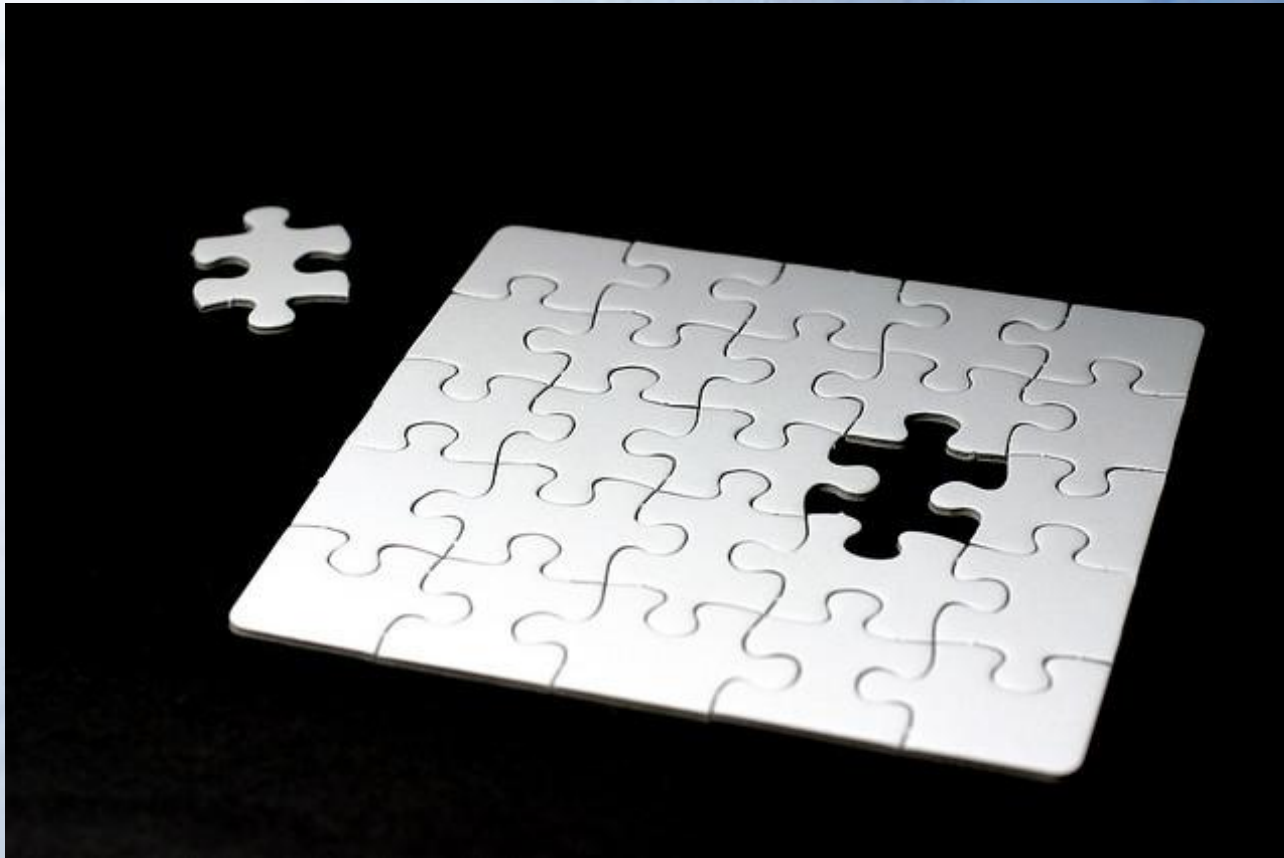
At UTA

- Asset Management group is part of Capital Development
- Impacts and touches both Planning and Operations
- May reduce discretionary funding in Operations
- Will provide budget planning numbers for future years that will impact ability of planning to develop new projects
- It is imperative that all three groups trust each other and are transparent

Recommendations

Recommendations

- Have a champion at the Executive level who will help to convey the importance of the SGR efforts

- Help decision makers adjust to new philosophy of maintenance before expansion

- Start Asset Management early with new projects

- Involve stakeholders to minimize fear of change in process

- Understand that ongoing SGR needs will compete with new projects for Capital Funding (big adjustment for growing Transit Agencies)

- Once back log is addressed, a risk-based approach will help prioritize projects

- Making use of available technology increases accuracy, speed, and decision making capabilities