



U.S. Department of Transportation
Federal Transit Administration

**Transit Asset Management
Major Capital Replacements Webinar Transcript**

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Presented by

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Introduction

Mshadoni Smith: Good afternoon, everyone, and welcome to the Major Capital Replacements Webinar in our webinar series hosted by FTA. Today we have two different experiences that the presenters are going to share with you in terms of Major Capital Replacements. First I want to tell you a little bit about the room and some of the features, if you have not participated in a webinar series with us before. First of all, in the upper left-hand corner is our download pod where you can download copies of the presentation as well as if you need help with the audio or if you want to download a TAM technical assistance one-pager that talks about all of the information that we have on our web page, you can do so in the upper left-hand corner. In the chat pod, you can put questions during the presentations and information that you want to share with us and the presenters. At the bottom of your screen, below the presentation is the caption pod, where we -- if you're having difficulty hearing, you can read along with the captioner. So I would like to introduce our speakers, both of them -- well, all three of them at one time, and we will just transfer and then answer questions at the end if we have time available. Our first presentation comes from Santa Clara Valley Transportation Authority also known as VTA. Mr. Bruce Abanathie and David Mulenga will talk to us about some of their asset management TAM plan development and lifecycle challenges. Then we will have Mr. Jorge Pubillones, formerly of CobbLinc, currently with FRTA talk to us also about a major capital replacement project that he managed while he was at CobbLinc. Without any further ado, I'm going to hand it over to Bruce and David for their presentation on VTA. Thank you.

Bruce Abanathie

Bruce Abanathie: Thank you, Mshadoni, this is Bruce presenting the first part and David will present the technical portion.

So in case people are not familiar with VTA, this slide tells you who we are. A tier I agency with more detail. VTA will be the owner of the bar extension from Fremont to San Jose and Santa Clara and each services creates its own challenges in inventory maintenance, mid-life overhaul recording, and capital planning.

Our talk has two sections, as I mentioned. I'll briefly describe kind of the TAM planning and the program and implementation, and David will discuss inventory, data, asset lifecycle, and capital replacement challenges.

So what we found is some of the difficulties in implementing our program, the challenges were communications and silos, which played a large role in the information breakdowns in acquiring our information. Accurate data for our asset register changes in asset status, maintenance replacements were all affected by the communications breakdowns in the silos in the agency.

And then we come to the program resource limitations and dealing with culture change. These challenges are not unique to ETA but primarily we have a staffing and funding limitation and not only communication silos in the division but communication silos within our software.

So our resource challenges give us less time to navigate the software systems in multiple divisions where existing processes and practices in inventory categorization and capital planning take place. These cultures are very ingrained, and this is also where asset creation, onboarding, inventory, rehab and replacement planning take place.

So our resolution to our challenges comes first in our executive leadership as FTA guidelines point out no TAM program will be successful without executive buy-in and support. VTA's chief executive officer and our chief operating officer are vocally and demonstratively supportive of our TAM program as many of our other VTA leadership.

So we are attacking the communications and silo challenges from every front, including the CEO and the tools listed in the blue bar, change management principles to manage a significant culture change with the TAM program, we first developed a working group that brings stakeholders from every department and decision to the agency to participate in the decision making process, which improves communication and an understanding of how the TAM program will help them in streamlining their asset management and planning for rehab and replacement. The group discusses the issues and working items currently in process as well as procedural and policy related items. The buy-in from this group is making it the process move forward toward our goal of a state of good repair, and developing an asset management culture, otherwise known as a mature asset management agency.

Additionally, we have implemented a multidisciplinary TAM team structure between grants, which is David and I, the overall TAM team, operations and construction that assist not only in communications but also helps reduce the effect of our resource limitations by calling on resources from all three departments.

Our final change management process effort is to resolve the software communication problem by reducing those seven software that do not talk to or interface with each other to a single EAM software solution that can house all of the asset information and be accessed by staff at VTA on an as-needed basis. This goal is what our CEO calls the one-button resource, and now I will turn it over to David to give you the technical portion of our TAM program.

David Mulenga

Dave Mulenga: My primary role is the data collection and analysis. And I just want to share my experience in this role and the challenges that I face daily.

The challenge, inventory, lifecycle assessment, and cost replacement valuation. Before we jump, I would like to elaborate what is shown in my next slide.

Let me give you a brief story about our inventory. The inventory started in 2005 and that has been ever since then. So we did 10027, 2015, 2016 -- 17 and currently working on 2018 version. The facilities, guide way assistance and stations.

Our inventory is maintained on an Excel spreadsheet in FTA, four categories. We call that the TERM Lite categories. And we're able to create the following report, this set of good repair backlog, asset condition, investment priority score and cost needs. This inventory is shared with the metropolitan Transportation Commission, MTC, and I just want to note there, you see in my note right there, we save... and I quote "Regardless of an agency's asset management maturity, the inventory process is foundational." This is a source from the FTA Guide November 2016. So the accuracy of the inventory is key.

I will now talk about the data sources in my next slide. We have three primary data sources, which is fiscal asset register started in 1973, so 45 years old and quite dynamic. The fiscal asset register, 1973, is dynamic data source that contains critical information related to assets, like cost and activity dates.

We also have the closed project log. This log in gaits start and end of projects, identifies for the project manager. Also identifies the scope. The CIP list gives us the status of projects, so I have the projects coming to closure. Within the log we have SAP data, breakdown data that can be used to identify the following, contract documents related to a project, the hard versus soft costs.

Also I would say an engineering project library, I can get the data from the as-builts and the design drawings. I just want to share with you an example that I have for the data mining process in the following slide.

If you look on this table, two tables, the top one is the data that resides in the register. That can be compared to the table below, which is a format table. Take note, the ones you see there are three asset records of buses in the register. Which is transformed to one data record in the inventory. So if you look at these sources, it requires a lot of research in it and be able to get the data into the register. I can give you the scenario where we are looking at the

structured data in the register, which are the two record items. But when you declare that into the design drawing and trying to interpret this data, you can see that we are talking about three types of assets. Different attributes. So we raise the type of data. Of course, you need to go to a resource, like the library, engineering drawings library, and be able to take the data from there and reconcile the three. So it's quite intensive, because this is a manual process currently.

I just want to show you what I also face in the existing data. If you notice the highlighted records, the data seems to be very old. And if you just accept this data without actually visiting it, you end up creating your analysis, like state of good repair and the condition rating. So be able to contact the various projects managers, which are several in this case. And then the questions asked about this data when I first looked at it. I look at how many years it's been past its useful life. And my question is, have we really pressed this with one of the projects? So does it go back to the project list and go back and find out where the new project is at they did the replacement. Or another question I might ask myself, has it been rehabbed maybe? And we determine the useful life, is this the correct useful life really? So those are the challenges that I want to share with you.

And I just want to conclude my presentation with the next slide talking about some of the challenges and lessons learned.

The challenges is the data mining. We do not have a direct link to various data sources. Staff resources, one entity, which is me, and then assisted by the supervisor, Bruce, who puts in 20%, maybe sometimes 50% of the time. Under challenge is communication, we have retired and decommissioned assets not readily reported. So Bruce will elaborate on the challenge onboarding.

Bruce Abanathie: As we mentioned earlier, VTA and Bart have a partnership in creating the extension from Alameda County into Santa Clara County. This presents unique challenges working with two agencies that have such significant responsibilities with the assets involved.

Some of the challenges and lessons learned, the challenges of working with two providers with significant differences in how the agencies operate. This is an experience in blending two distinct cultures that share asset responsibility with different structures, reporting, procedures, practices, et cetera, and you also run into again the communications gap. It shows up in different methodologies of onboarding and software. Bart uses Maximo, an intense software, and as David mentioned, we're currently still on Excel until we get our EAM software on board. The task of onboarding is understanding and completing an extensive inventory at a much more granular level than VTA is used to, and using templates from an unfamiliar software, and like I said, Maximo is intense in depth, so this is new. And in one way it's a good thing because you have all that granularity that you created for them but when we roll it up we still have some background to look at when we onboard these assets. And speaking of onboarding these assets, we are literally onboarding more than a quarter of our current value of assets just in this one project. And, again, the good part of that is, there isn't months and years of data mining that

David talked about because we have all the data right here right now. We can keep this up to date as of the day we put it into practice.

So some good and some difficult -- lessons learned is we need to meet each challenge starting with what we know and the data we have. Use a work plan for the larger challenges, resolution tools at our disposal and the abilities of available resources to resolve the challenges and manage in the capital planning of our physical assets, and David and I will be happy to answer any questions.

Mshadoni Smith: Thanks so much, Bruce and David. We're going to hold questions until the end of both presentations.

Bruce Abanathie: Okay, we're going to mute until they're done then.

Mshadoni Smith: Awesome. So the next presenter I introduced in the beginning is Jorge Pubillones and he's going to talk about a situation with CobbLinc. Go ahead, Jorge.

Jorge Pubillones

Jorge Pubillones: Good afternoon. I'll be sharing my experience as a project manager for the bus replacement plan and developing the TAM plan at CobbLinc.

The bus you see on my first slide here is actually the pilot bus from the very first buses, and this is the first Cobb bus to have the brand-new branding for CobbLinc. As we move to the next slide, this gives you quick facts about CobbLinc, formerly known by CCT. Some of you may be wondering about CobbLinc. We used to be known as CCT. It's now CobbLinc. Some additional information about CobbLinc, if you're not familiar, it began in 1987 and a tier 2 agency. It provides service to two transfer centers, seven park and ride lots and six modern train stations. It uses the same smart car fare station at MARTA, and this is an easy system one system to another for those that need to go from Cobb to Atlanta for shopping, entertainment or whatever other reason.

In this slide here, I'm showing that a picture of what the fleet was like in 2012 and some projections that we made as far as replacing the fleets. As you can see, we have two critical situations in the picture. One was the aging fleet, and as you can see, a rising service failure number, which was getting quite high. As a result of this, I was given the task of replacing all 44 -- all of those buses in a three-year span between 2013 and 2015. Which I found to be a tall order. What was the goal of this plan? Improve reliability and thereby improve customer experience.

On this slide, as I mentioned, I was managing the two projects. And they're both very related and very independent of each other. So the fact that I was managing both, caused me to spend a lot of time on them, it was not that bad as far as developing and working to completion and being successful at it. On the bus side, as you can clearly see from the slide, that aggressive proposed timeline of replacing all those buses between 2013 and 2015 did not happen. Also on the TAM side, we ended up with some budgetary issues that caused us to split the project into

two phases, phase 1 and phase 2. On the phase 1 of TAM we decided to attack the asset inventory, and decision support tools and developed the first TAM plan document based on what we and the consultant felt the final rules would require of us as a tier 2 whenever they were issued. Then phase 2 we went into developing targets and goals and make sure we had all of the data ready for any changes in NTD reporting requirements. Due to a budgetary issue that made us split the plan into phase 1 and phase 2, we pushed out investment prioritization tools into 2018 alongside the revision of the 2015 TAM plan, so now that plan would be complying once the final rules were issued in 2016. We were still very aggressive in our bus buying, as you can see from this table, and I'll go into more detail here later. One of the things were, the two plans fed into each other. When we did the condition assessment for the TAM plan it confirmed that the 2008 -- I mean, the 2004 and 2005 fleets were needing to be replaced as soon as possible. Both fleets came up with low SGR ratings of 1.8.

So as we moved into the next slide here, I want to talk to you about some challenges of the bus replacement and the New TAM Plan. Procurement, disposal and asset inventory. Well, as I said, we didn't meet that 2013-2015 replacement plan. And one of the main -- when I started to work on it, we did not have an active bus procurement contract in place, so we had to issue a new RFP. Luckily, another transit agency here in Georgia was initiating work on an RFP of their own and we created a consortium joining them and several other agencies here in Georgia to procure buses on the one RFP. Now, this was a project at the time. We worked on the RFP in 2013. We didn't order the first bus until 2015 and the pilot bus, our first order, was not ready until 2016. So not having that RFP ready was truly a challenge.

Another challenge I ran into once I started receiving buses was that I had a lot of buses on my property and I had to coordinate with Cobb Airport to park some of the retired buses at a lot they had to clear space on our lot for the new buses. This was a little bit of a challenge, because now not only am I ordering and receiving buses but now I have to work on disposing of 44 buses and finding parking space for them. The biggest challenge I had with the TAM was limiting resources. I was -- I really had to manage my time well to keep this process going and on a timely basis. So shifting myself around and making sure that I prioritize the right activity at the time became very critical.

The financial planning also became critical in both projects, especially in the bus procurement, because I have to make sure I was working in close touch with funding source with grant person, finance, to make sure that not only that we had the funding source but making sure that they were programmed and ready so that when the buses came in and I accepted it we could actually pay the manufacturer. So this became really critical, this making sure that we were communicating with each other, talking to each other and not getting ahead of each other, especially I couldn't get ahead of them in ordering buses.

The TAM plan content was also a challenge because we did not know what we were going to be required to do. So we went on a lot of assumptions based on the questions and answers that had been provided up to that date, and between ourselves and consultant, we went ahead

and developed a TAM plan based on what we were hoping would be the requirements of the final rules and we would not have to do really massive revisions to it.

Now, how did all this effort help us? Well, you can see on the slide, 2016 we have barely started deploying the new buses. 2017 all of our new buses have been deployed. You can see a dramatic drop in service failures and more than a 30,000 increase in vehicle failures with the introduction of this new bus fleet. Our fleet age dropped by almost nine years, so this aggressive bus procurement, very challenging, but very rewarding as far as the reliability and providing the customer a better experience.

So the key question now in this slide is how do we go through this aggressive bus replacement plan and get it accomplished? Well, as you can see from this table, between fiscal year '15 and fiscal year '18 we will have deployed 61 buses in CobbLinc into service. We've already received 47 of them. There's another 14 that are going into production in July, so like I said, although we didn't meet the 2013 and 2015 original plan, we still did it in a three-year period and we actually bought even more buses than we had anticipated because of some new service that was put in. There's also an additional future order that you see on the fiscal year 3.4 million and that is to replace the 2018 fleet. By the time fiscal year '18-'19 year ends our fleet at CobbLinc will only have six old buses in the entire fleet. Everything else will be relatively new equipment. And the big question that comes in and I get asked is, well, how were we able to put together this much funding? CobbLinc is not a big agency. Well, the story is that we had some great people in our grant and finance department that didn't stop applying for grants, didn't stop accumulating and saving the money. So by the time we needed to get the money and buy the buses, the money was there. Now, granted, if the buses would have been bought back in 2011, 2012, 2013, we wouldn't have had this scenario, we wouldn't have had that much money stored, but it was great as far as for myself as the project manager to know that the other staff on the CobbLinc had done a great job of providing the funding for us to do such an aggressive plan. Where did the money come from? We had different sources. We had money from the state, actually from SERTA, the agency for which I'm currently working, we had FTA money and local money and we had some money that came through MARTA to assist in buying several of the buses. So a lot of planning on the budget side of the equation to make sure the funding was there and ready when we pulled the trigger, and I really think the great people, the finance people for that. And one note before I go into the next slide. Just so you know, at the time of replacement, the average revenue miles to date was 625,977, and for our fleet it was 554,241. So these buses had been used in heavy local service, pretty extensively. And one final note is that the contract that we made to buy buses was a five-year contract, and at the end of the five-year contract, which will be next year, we will have purchased -- CobbLinc will have purchased 67 new buses under that contract, 74 buses. And I'm getting ahead of myself.

Okay, lessons learned. Asset inventory. If I had one word regarding everything I'm going to go through in lessons learned, it's "planning." My advice to anybody is please do your planning. Develop a replacement plan. Look at your grants, look at -- apply for the money, have the money ready. Look at our schedule and regular updates of your TAM plan. Make sure you plan.

Planning will make your life a lot easier, especially if you're the project manager on any of these types of projects. As far as the asset inventory, similar situations I have run into when I talked to other agencies, there's got to be a database, and it should be one that can be easily updated. If it's not, everything else falls apart. Other challenges we had was consolidating all the data sources. I had a source, somebody else had a source. I had to take all the spreadsheets and put it all into one location where I told everybody, if you want to know what we own, this is where it's at. This will make life a lot easier for you if you are the asset management administrator or doing anything with asset management.

Project prioritization. I have to learn to be flexible. I have to go with what was hot at the moment and keep these two projects going and there was no way that I was going to let either one of the projects slow down because we really needed to make them happen. We identify tools that will make prioritization easier. It can be explained if somebody challenges and provide level of detail expected.

Financial planning, I can't say enough about this. Make sure that you have a good working relationship with the person doing the grants and providing the funds. Again, it gets all back to planning and being ready so that when you got to pull the trigger on the order, you're ready to go and you have nothing to worry about.

On the agency resources, be flexible, handle multiple projects. I just have to balance my time and make sure I have everything moving along the way it needed to be moved. I had to become familiar with the disposal process. I had to figure out how I was going to get rid of all the buses that I was taking out of service. And that was something I had not done at this particular agency, so it was a learning experience for me. But everybody was very supportive.

Now this next slide I'm looking at, okay, what is the future of CobbLinc? Well, 2018, it's a busy year at CobbLinc, because we have to update the TAM plan. We sign a contract to update TAM, developed in 2015, and that TAM plan will be ready. And when I left we were targeting July 18 as having it completed and ready to submit to FTA.

We also contracted with a consultant to help us in developing an RFP to procure EAM software. And why EAM software? Because a team of one, I thought I needed every tool I could have at my disposal to make better use of my time, so we contracted the consultant who also assists us in developing the RFP that we can put on the street and the target was have that on the street by July 2018, and hopefully have it implemented in 2019.

Fleet replacement plan. We had the order for 14 buses I mentioned earlier, going in production earlier this year, and another request to order 6 new buses to replace the 2008 new flyer fleet.

Now we get to a component of future plans and that is having the tool to order buses. When I left I will have started working with Athens Clark County to go ahead and do a new consortium RFP, just like the one that we have used over the last five years, four or five years, and have that out on the street and awarded in time so that when it's time to replace the new flyer fleet, we can go ahead and order buses. I left with CobbLinc and now with SERTA, so I can't see that

project to completion, but I'm sure that CobbLinc has staff that will definitely follow through on this and get that new contract awarded. One of the interesting things is that I'm here now at SERTA and I'm actually procuring and doing an RFP for EAM software as one of my projects currently that I'm working on.

I thank you for participating in this webinar and for your attention, and on this page you have my contact information, as I mentioned I'm currently working at the Authority of Georgia. If you have questions about the presentation I shared today or anything regarding the two projects that I manage with CobbLinc, feel free to contact me by phone or email. And here is Ms. Andrea Foard's information. She is the division manager of Cobb DOT Transit Division, which is CobbLinc, and I'm sure she can provide information you may have regarding CobbLinc and the future plans and what is going on in 2018. Again, thank you so much for your time and participation in this webinar.

Questions & Answers

Mshadoni Smith: Thank you, Jorge. At this time I would like to invite both agencies to unmute their phones in case they want to comment on questions that have come up for either of you guys.

I have pulled the Q&A to a more central location here and we'll go through, as long as we have time, and please feel free to continue typing in your questions and we will get to them. It looks like some of them have been answered, but I'm going to go through anyway. Those that haven't had a chance to peruse the chat pod.

So the first question that comes out, there is some confusion about what EAM and SAP mean. And there is a definition provided there. Enterprise asset management and a work management system.

There is another question that asks what the EAM software VTA has selected, and I see Bruce and Dave. I'm going to let you expand on this, but you said you haven't selected a software yet. Do you want to expand on that?

Bruce Abanathie: Well, I think I mentioned, we created a two-phase process in consultation with other agencies, and the first phase is establishing what we -- what our actual needs are, and once those needs and business processes are established, then the consultant will put together kind of the capital area plan with recommendations and risk assessments of the different levels of specifications and capabilities of the different softwares that are either available or can be merged. The selection process, we've narrowed our proposals down to three and we'll interview those next month and then they'll work on a process until next August and then do another RFP when budget provides for the actual purchase of the software.

Mshadoni Smith: Thank you. I'm sorry, something is happen over here. Rachel, did you intend to do that? I made a mistake with the visual. Okay. Let's get to the next question. I think this was for Jorge. He was asking -- Dave was asking, do you own your storage facility or is the

entire operation set up via RFP? If that's incorrect you can follow up and type in your clarification.

Jorge Pubillones: By "storage facility" do you mean where we store the assets. That was owned by CobbLinc, they don't own the facilities, we contract it out, the actual service. If you're referring to the software, we were in process of getting ready to do the software at CobbLinc when I left and here at SERTA where I am now, we are completing developing an RFP for software and hoping to have it out on the street by this summer. And we're reaching out to consultants to give us some assistance in reviewing our RFP to make sure that it is best that it can be to meet the needs of us here at SERTA.

Mshadoni Smith: Folks, I want to bring your attention to the fact you can still type in the chat pod. Just because it's enlarged on the screen, you can still type your questions in there. You don't necessarily have to use the QA pod, but feel free to if you feel more comfortable doing that.

The next question was for VTA, I believe. What kind of consultant was used? How was this need identified? How did the hiring process go, RFP? Oh, no, that's actually probably for Jorge.

Jorge Pubillones: At Cobb County what we did was work as -- WSB was the consultant developing the TAM plan and helping us get ready for the RFP. Before I left we did a market survey where we went out and brought some companies as we had selected and we had them follow a specific script that we had done to show us that they could do the functionalities that we needed done.

Right now SERTA, where I'm at now, we are in the process, like I mentioned earlier, getting assistance from a consultant to help us finalize the RFP for software to make sure that once we put it on the street, it will definitely give us a product that we need to meet all of our needs here at this agency. And we haven't decided yet on that consultant. We're still interviewing consultants and we haven't decided who will help us.

Mshadoni Smith: Okay. Here is -- oh, that's for Dave and Bruce responded. A question that came in from the chat pod: What vendor to VTA work with to evaluate software? You just mentioned that.

Bruce Abanathie: We're still in the process of selecting that vendor. We have narrowed it to three proposals and will interview them in April.

Mshadoni Smith: Okay. Another question from the chat pod -- oh, just a clarification, on Dave's question about the storage facility. He is referencing the County of Lockland contracts the bus service to an outside agency, Jorge. I'm not sure if that clarifies for you his question about who owns the storage facility or if the operation is set up for RFP, if you wanted to add any response to that or not.

Jorge Pubillones: Like I mentioned before, CobbLinc -- Cobb owns all of the facilities, all the transportation facilities, are owned by Cobb. And then Cobb contracts out the actual operation

to serve as -- the drivers, the maintenance staff, all of those are contracted out. Currently First Transit is the company doing it for CobbLinc, but Cobb does own everything and it owns the assets, it owns the facilities, it owns the transfer centers. Most of the park-and-ride lots. Some are owned by SRTA but CobbLinc and SRTA serve, but for the most part Cobb does not lease or rent any facilities or assets.

Mshadoni Smith: Okay, great. Next you see there some accidental space from me, but the next question is: Is the CobbLinc presentation available? I just downloaded the file download pod, so you can get the presentations and download right now.

And then Michael asks: At the time of your TAM plans, at the time of initiation of your SGR and TAM plans did you determine the life cost of your rolling assets or did you base the prioritization solely on asset age? I'm assuming this is for Jorge.

Jorge Pubillones: Our determination to replace went both on asset age and asset condition. We looked at the condition and what it would take to get them back into stats and the condition was pretty much that it was better to go ahead and replace those fleets and dedicate that maintenance money to getting the 2008 and the 2010 fleet in good condition.

Mshadoni Smith: Okay. Thank you. Go ahead.

Bruce Abanathie: Mshadoni, can we go back to Jordan's question regarding --

Mshadoni Smith: Yeah, sure, your philosophy for change management.

Bruce Abanathie: Yeah, the change management process I use is a bit of a hybrid and it's kind of -- change management process based on situation and resources and so forth. So I wouldn't say purely one philosophy or another, but basically change management is, if you want a successful change in the organization you need to get the people who the change will affect to be part of the change. So that's where we started with, and actually we haven't progressed too far beyond that because we're still young and our Asset Management Program, we're only three years. And when you're changing a 2300-employee organization, it takes a little more time.

The other one I would like to go back to is -- I can't see it up there, but the question on what made FTA select the Asset Management Program, and I actually answered that one to Jordan, so it was the wrong answer. That's why I wanted to come back to this.

But one of the questions was: Why did VTA select the Asset Management Program?

Well, it would be easy to say because FTA requires it and they're the ones that provide the money, but actually, when the program was introduced at the agency, our general manager and CEO is also very progressively minded and the thing she saw was two things. One, transparency and information to both our elects and to the public, and that's the one button push dashboard that she's hoping for in this EAM software program. And the other thing is, you know, it was obvious that this organized program, that not only involved the people who owned the assets and the people who create the assets but the people who work on the budget. So there was a direct link to our capital replacement and our budgeting process. And

that, you know, was a better way of doing things and a more effective way of managing our assets. So that's where we started.

Mshadoni Smith: There's another question for you. If you want to take a look at it, the one from Nicole, [how you work through the silo and ingrained process challenges](#).

Bruce Abanathie: I would say that an ongoing process as well. Like I said, we've only gotten to a certain degree in the change management process, but one of the things we've been able to do is we become the conduit for communication between the divisions and we have a single source of asset inventory, which is David, so that when there are questions among the asset owners, they have a single source they can go to.

And that starts breaking down those silos and those communication gaps because everybody goes to the same place. When they want to know about, you know, what they can expect to meet the things that they have set up, we have a couple of plans. We have the bus replacement plan, the facilities improvement plan that are used to set up projects for our budget, and so what we do is we take the inventory, we put it into TERM Lite and run the TERM Lite analysis. We get the categorical expenditures recommended and we take those to the asset owners and asset creators and then vet the dollar amount and work out the projects, and then those projects are recommended to the budget. Now, we're not quite there yet. We've done a test run on that, and it was, okay, but we're trying to refine it a little before we actually make it part of the official budget process.

Mshadoni Smith: Thank you for that, Bruce. It looks like we might actually finish all the questions this time. Kathleen... I'm sorry I keep getting your names messed up here. Kathleen asked: [Is a written narrative available for today's presentation?](#)

I'm assuming she's referring to a transcript, meaning the things that we said during the presentation. And Kathleen, there will be a transcript, a raw transcript, which is what is at the bottom of the screen in your caption pod. There also will be a recording of the webinar on our TAM web page. If you are referring to something other than those items, for instance, a document that these providers have that support this information, I am not aware of that. And that will not necessarily be made available. But those other tools will.

Bruce Abanathie: If you would like to show the last page of our presentation, our contact information is on there in case anybody wants to send us questions or whatever.

Mshadoni Smith: Okay, sure, I'll go back there. The TAM web page is www.transit.dot.gov/tam. Thank you, Rachel!

Jorge Pubillones: And anybody that has any -- like I mentioned, anybody that has questions about my presentation, feel free to contact me and I'll be glad to share it with you. I do have the TAM plan that we developed in 2015, if anybody wants to look at that. And some other spreadsheets and documents that I developed as I was doing the TAM work at Cobb, and I can show that with anybody that might be interested. Just email me and I'll get it to you.

Mshadoni Smith: Okay. Thank you guys so much. And it looks like there's no more questions come in from the chat pod. So I will extend my heartfelt thank you and gratitude for both of you taking your time out today and sharing with us your experiences. Again, this webinar will be recorded and posted on our TAM web page, and you can take a look at it or share it with friends. So thanks, everybody! I appreciate your time today. I'm going to close out the webinar now.

Jorge Pubillones: Thank you.

Bruce Abanathie: Thank you.

David Mulenga: Thank you