FTA

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Transit Asset Management
Internal Coordination Webinar Transcript

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FEDERAL TRANSIT ADMINISTRATION

Introduction

Mshadoni Smith: Hey, folks, we're going to get started here in just a few moments. I know the countdown clock says seven minutes, but actually we only have two. I'm going to switch to our questions that we asked early on in the webinar, and then we're going to get started in a few minutes.

And I'm going to start recording the meeting. Please let me know if you're having any audio difficulties by identifying in the chat pod in the lower left corner.

Folks, there's no audio occurring right now. I'm giving you time to answer the questions that are on the poll questions that are on the screen.

Thank you so much for answering those poll questions.

We're going to go ahead and get started with our webinar.

I'm going to give a moment to make sure the closed captioning is connected. I apologize it will be a short moment to get that going again. Please just hold on a minute until we get that established.

We're going to go ahead. Hopefully the captioner is reconnect while we're getting started here.

Good afternoon and thank you for joining us for our next option in the webinar series, Internal Coordination.

We have two of your peers presenting today to talk about their experiences with coordinating internally, whether it be within their agency or within their -- across agencies that they work with.

We have Mr. Justin Barclay from MDOT MTA, asset management. And Mr. Matthew Wilson from JTA, the fixed assets manager. They're both going to talk about how they are organized for success and how to educate and train for Transit Asset Management with some common themes being the repetitious nature. Buy-this is not one time. It's ongoing and comes from multiple levels up, down, inside issues.

So with that, I'm going to turn it over to Justin.

Justin Barclay

Justin Barclay: Hello, my name is Justin Barclay, and Mshadoni for some reason I can't control the slide.

Mshadoni Smith: Click in the slide box and try those arrows at the bottom. That might make a difference.

Justin Barclay: It's not showing up this time.

Mshadoni Smith: Okay. Let me know. I'll do it for you.

Justin Barclay: Okay, go ahead to the next slide. So my name is Justin Barclay, the Program Manager for Transit Asset Management at MDOTMTA and speaking on internal education and executive/staff buy-in. Next slide.

Mshadoni Smith: Justin, for some reason it looks like the slides are not advancing.

Justin Barclay: Right.

Mshadoni Smith: Just give me one second. I apologize. One second. Please go ahead.

Justin Barclay: All right. So you can go to the next slide.

Mshadoni Smith: Justin, I apologize, I think that you're not seeing what I'm seeing. Can you try to take control of the slide deck again?

Justin Barclay: Yes, I'm clicking on it. And nothing.

Mshadoni Smith: The arrow down at the bottom, the left and right arrow?

Justin Barclay: Yeah, it's not there. There we go. All right. We're just...there we are. All right. Let me go back to the previous slide. All right. So once again, I am from the Maryland Department of Transportation, Maryland Transit Administration, to give you some background information about us. We do service an area of about 1,795 square miles. We are multi-modal including bus, rail, commuter rail, commuter bus, and....that should not have jumped, and paratransit, which we call mobility. We have oversight of 23 Locally Operated Transit Systems throughout Maryland, 20 of which are sub-recipients, and as of the most recent inventory update completed the end of October 2017 we have $9.25 billion in assets.

So some challenges over the course of the history of asset management here at MDOT MTA. We have had multiple changes in leadership during that time. We have encountered the issue of asset owners not understanding what is in it for them, how is it benefiting them, et cetera. Also asset management is complex and many seasoned professionals don't understand it or the different between.

We have faced an issue where asset management has been viewed as a completely separate silo from safety management rather than both working in tandem.

So MDOT MTA, we have both the core MDOT MTA and local transit support. At MDOT MTA, management efforts is a continual process. Recently leading to successes with the completion of our Transit Asset Management Directive, which is our version of a policy in line with the MDOT policy, and Transit Asset Management Plan, both assigned a number. And ongoing work involves improving asset inventory, standardizing naming conventions, tracking down assets that we currently do not have listed, which is an ongoing process and we utilize TERM Lite to project the state of repair needs, prioritization and capital expense forecasting.

Sorry that jumped for a second. Can you hear me?

Mshadoni Smith: Yes, we hear you.

Justin Barclay: Apparently in the other room someone said that there was an issue with people not being able to hear. So I wanted to make sure. For some reason the arrow went away at the bottom of the screen.

Mshadoni Smith: Do you see a button that says "sync" on your presentation box? You might have to sync it.

Justin Barclay: I do not see that. Let me go out of it. It was working there for the first few slides. I'm not sure why we're having issues today. Yeah, it completely disappeared again.

Mshadoni Smith: We can hear you even though you're whispering. Yeah, there are some people that are having audio issues, but there are a majority of people that can hear. And just for those, as far as the presentation is concerned, it is available for download in the upper left-hand pod, so if the slide show is not advancing, you can download it there and follow along with Justin as he talks through his presentation.

Justin Barclay: Is there a way you can bring the arrows back up?

Mshadoni Smith: If you cannot select them from the screen, I can't bring them back up. When I advance them they don't advance for you.

Justin Barclay: Hmm...Okay. Because it was there and now it's gone again. All right, I will just go on with the rest of this current slide we're on.

So that brings us to the Office of Local Transit Support, which is within MDOT MTA, and there we oversee asset management for 23 sub recipients, three Tier 1 and 20 Tier 2 agencies. We are developing a single group, TAM policy and Transit Asset Management Plan for all Tier 2 agencies and also easing the process for inventory reporting.

We have had great success in educating accountable executives and key staff across the locally operated systems in asset and safety management through regular workshops.

If we can go to the next slide.

Thank you.

Go back one.

There we are.

All right, so for right now I will focus solely on MDOT MTA for the next couple slides and then I will turn it over to the Office of Local Transit Support.

So as I mentioned, we've had recent Transit Asset Management successes here at MDOT MTA of which is the completion of the Transit Asset Management Directive and the Transit Asset Management Plan. Both of which were signed in November by the administrator, a year ahead of the FTA requirement. And also the Transit Asset Management Plan was reviewed by key staff and asset owners across all modes, which was an effort to educate them in the process on asset management within MDOT MTA. And if we can go to the next slide.

Thank you.

And this is our Transit Asset Management Directive. Not the complete directive. This is the commitment for MDOT MTA in regards to asset management. I won't go into each individual one, but I would like to point out the second bullet point, which is identifying all safety-critical assets within the asset and prioritizing efforts to maintain those safety-critical assets in a state of good repair. And I wanted to point this out because MDOT MTA had it in its foresight the link between asset management and safety management, which is why we were sure to put this directly into our directive.

Next slide.

And our Transit Asset Management Plan covers 90% of the federal requirements for Transit Asset Management Plans, so we completed everything except implementation of resources and the reason is why we want to put out our asset management plan a year ahead of the FTA requirement in order to allow for key staff across the agency to read the plan, understand what is in it, attend meetings and work on improvement projects within the plan in order to slowly understand what their role will be within asset management at MDOT MTA which will further allow room for conversation regarding further and personnel. Next slide.

Thank you.

So as you can see, we have our agency-wide Transit Asset Management Plan and below that the Lifecycle Management Plan for all the modes, all of which are complete with exception to the purple line, Lifecycle Management Plan and that is a new rail line currently being built outside of D.C. and that is currently in progress, as well as the MTA police Lifecycle Management Plan.

Next slide.

The Lifecycle Management Plans. A Lifecycle Management Plan describes the performance measures and targets that are aligned with the commitments established within a Transit Asset Management and other mode specific approaches to improve management of transit assets and land assets over their lifecycle.

Together the Office of Planning and Programming and the Office of Safety Quality and Risk Management facilitates both the development of the Transit Asset Management Plan and the System Safety Program Plan. These Lifecycle Management Plans were drafted in order to meet the broad objectives outlined in both plans while aligning with other policies, plans and procedures that are currently in place with each mode.

The Lifecycle Management Plans were developed through meeting with key asset owners in each mode, educating them on asset management over the course of drafting and establishing a plan on how to best manage assets based on current practices and analysis.

Future iterations of the Lifecycle Management Plans will work on improving practices and analysis based on new and updated data with our asset management process. Next slide.

And that brings us to internal education and participation at MDOT MTA. We conduct biweekly asset management meetings with all project managers and program managers and executive staff at MDOT MTA regarding their work with asset management. As I mentioned before we develop a Transit Asset Management Directive and plan that involve agency-wide review. And we also utilize workshops to collaborate how TERM Lite prioritizes its asset needs. Over the summer we had a series of five workshops where we brought in asset owners from across the modes, and involved them in actually prioritizing the assets in TERM Lite based on our data and our needs rather than default data generated by TERM Lite.

In addition to this we have this coming December, about a week, key staff across MDOT MTA and the Office of Local Transit Support, participating in the institute of asset management training and certification course and in addition to attending relevant conferences, seminars and webinars related to asset management, and this is our first step in getting a common language across the asset management team at MDOT MTA.

In the future we are developing a series of workshops to explore the interface of safety management and asset management to break down that silo mindset that asset management and safety management are separate and this will provide a basis for educating staff and we're planning internal workshops to increase knowledge and awareness for asset management across MDOT MTA for the coming years.

Next slide.

And that brings us to the Office of Local Transit Support. This is an ex plenty example where MDOT MTA and the Office of Local Transit Support has really excelled in the education for asset management and safety management. Here we have conducted several in-person and online asset management workshops to educate the Tier 2 sub-recipients in asset management and FTA requirements with ongoing training.

We also created tools that eases the inventory update process on Tier 2 accountable executives and provided fact sheets that answer common questions regarding reporting requirement as well as the time line and checklist that we'll go into further in the upcoming slides. We are currently in the process of developing a group transit asset management policy

and plan for the 20 Tier 2 transit agencies across Maryland. And that should be finished by late spring.

Next slide.

Here is an example of the educational outreach efforts we have done with the locally operated transit system since we started the effort in 2015. As you can see from the list we have constantly held both asset management and safety management training across all of the workshops and we are currently planning an in-person workshop that will cover two days in January for asset management and safety management.

Next slide.

The following slides are examples of some of the tools that we provided to the Locally Operated Transit Systems. This is asset management fact sheet, and here we help them discern the difference between useful life and benchmark, a common problem since they both are very similar in naming convention. We helped them with establishing performance measures and targets, key information on what they need in their asset inventory as well as federally compliant opinion next page.

Here is another example. We did a year and a half, roughly, timeline that highlights both their requirements for MDOT MTA reporting as well as requirements for the FTA. And we are helping them along the way for each step to make sure that they even the process and are able to do everything without any problems.

Next page.

And here is one other example of one of the tools that we created for our Locally Operated Transit Systems, and that is the asset management checklist for regional planners. This breaks down everything they need to do towards completion of their reporting. Which will greatly help them in the process.

Next page.

So to summarize, some challenges that we faced across both MDOT MTA and the Locally Operated Transit Systems, have been changes in leadership, asset owners not understanding what's in it for them, how it will benefit the agency or our agency as a whole. Also the complexity of asset management and people simply not understanding it the first go-around and we are working on that going forward.

And also the problem that asset management being viewed completely separate from safety management. We are really focusing on bringing those both together as one.

And so some solutions to these problems that we faced is that early development of a Transit Asset Management Directive policy and plan that will allow stakeholders across the agencies and Tier 2 agencies to really have something tangible to react to and understand asset management for their agencies as well as the role that they can play within asset management.

Also frequent sometimes weekly interaction with agency employees at all levels. In addition, as I showed you with the local transit, we created fact sheets and checklists as well as other tools to help staff understand roles and responsibilities, and as we progress at MDOT MTA we likely will be establishing tools for us as well here at the core MDOT MTA. In addition we utilize asset management improvement projects to involve key staff, educating them on the job throughout the process. And also providing explicit emphasis on integrating safety staff in conversation to once again bring in that link that asset management and safety management are related and intertwined and not separate silos.

Next slide.

Thank you!

Mshadoni Smith: Thank you so much, Justin. That was a very informative and sounds like you guys are well on your way.

I just apologize for not doing the housekeeping prior, but there have been a couple of questions coming in in the chat pod about downloading the files. Both presentations provided by Justin and the next presentation by Matt are currently available in the upper left-hand corner. If you select the file, the download file button will become available, and that's how you can download the file. So you'll have it accessible right now. But these also will be available on the TAM web page at the conclusion of this webinar.

So without further ado, we'll take questions at the end, I'm going to move on to our next speaker, who is Matt Wilson from JTA, and hopefully, Matt, you'll be able to take control of the slides yourself, if you could give that a shot, just to make sure, otherwise I will -- there you go.

Okay. So I'm going to turn it over to Matt. Thank you.

Matthew Wilson

Matthew Wilson: Thank you, Mshadoni. My name is Matt Wilson, the fixed assets manager for the Jacksonville transportation authority here in Jacksonville, Florida. I'll be taking you through my own version of internal coordination and how to get buy-in.

The biggest thing, to give you background on the JTA, we are an independent agency of the state of Florida covering the Duval County area, 762 square miles with a population just under a million. Growth in the range of 11% over the last five years. Median income right around 50,000, and we, of course, are a Tier 1 agency.

We are also multi-modal in the extreme. We have 24BRTs, 144 fixed routes, 10 community shuttles, 98 paratransit, 5.2 miles of fixed raised guideway, and of course our favorite we inherited last year, the one ferry. Comprised of a staff of well over 800.

That's our basic background.

Organizational chart is standard for most everybody. Ours we have our board, CEO that reports to the board, our six VPs, all their senior managers under them, all their managers under them, and, of course, our staff. Our staff is, of course, just like most everybody else, union and non-union. So when we started this, of course, everybody had to learn what TAM was to begin with, what transit asset management was and you also had to figure out a way to get them to buy into it.

So how did we actually get buy-in from everyone?

This is the process we used.

The start for us was establishing asset management committee back in 2014. We designated senior staff from all departments to actually comprise this committee. They met monthly to discuss tasks and rising issues as well as the regulations as they were being developed by the FTA. They're specific tasks were to review the procedures, all procedures throughout the agency, review a best practices when dealing with asset management, not just in transit but out transit as well, and a review and reply to all the FTA rules as they were actually being developed themselves. Their goals, complete a self-assessment of the agency as a whole, identify agency priorities, both for TAM and anything that related to TAM, and define a plan.

For us it was a success. 2015, we have a plan. But this plan was at a high level. As identified our needed resources to complete the plan, and then overview how to go about it. But not the details. But now that we have the plan, the question becomes, what do you do with that. Now you've got to sell it. You have to sell it to everybody in the agency. Everybody wants different things.

So how do we start to sell?

The first thing we did was went after the high level. We went to educate our ELT, our executive level, our CEO, and our board. We knew that we had to sell the plan to them. Without them, there's no money, there's no resources. So how did we get their attention? How did we get their buy-in?

We pitched it. We explained the federal regulations. We explained to them the cost of non-compliance. Both from a grant perspective and that we weren't keeping up with SGR within the agency itself. Then we also brought to them the results from our self-assessment. Where we actually stood compared to where they all thought we stood.

Our goals 2015 were specifically...get commitment from the ELT, from our CEO, and from our Board.

Why did we need a commitment? Commitment to do the actual project and resources. We needed dedicated staff. We needed funding. We needed consulting. We need a champion on our ELT and CEO.

We did it. We were successful.

We got our dedicated staff. That's actually how I came to be, by the way. We got our funding, base funding. Not everything we're going to need eventually, but enough to get started. And we got our champion. Not only would our CEO volunteer to be the champion, but we had a VP specifically assigned that was well into this, that believed in asset management, and he still is with us today.

So now we had the resources that we needed and we had the buy-in from the upper management. Now we had to put those resources together in order to make the second sell, which is to senior managers and the managers. So 2016, we took the allotted resources that we were given by our ELT and we formed a steering committee. That steering committee was made up of our VP, champion VP, senior managers, and project leads. The TAMP project leads. We formed a TAMP working committee. It was made up of project leads, of course, but then department level managers, the managers doing the daily grind, that know what is going on and what needs to be done.

So now we have two different committees actually formed. The steering committee met once a month. The TAMP working committee met once every other week or more often if needed. And we had a pitch to sell them. We had to educate them and explain to them what TAM was to them now. Federal regulations, cost of non-compliance, there goes that operating money they needed...and the benefits, the data you could get from creating a true TAMP.

The funding arguments that came from that data to help them actually do their budget plans and figure out what they really needed going out 20 years. The goals was to get commitment from senior managers and managers, get their buy-in so we didn't just have their buy-in, but we had their engagement.

Also, to develop an RFP for what we needed from a consultant.

We considered 2016 a success. 2017 we actually hired a consultant, beginning of 2017. So for us that was a success. The sale went well both levels. Resources from the upper level. We had full buy-in and engagement from the middle and lower level.

And this is what we ended up with. An outline chart of our entire project. You can see the TAMP steering committee I was discussing before at the top meeting monthly. You see the TAMP working committee in the middle, meeting on a weekly, bi-weekly basis, depending on how often it was needed, to complete all the tasks along there to actually create a real TAMP plan.

You see the project administrators and you see the consultant support, because we knew we needed experience in order to do this.

At the bottom you also see work groups. Those work groups are headed up by the individual working -- TAMP working committee members, and that actually takes it to the lower level, to the staff level. So you have these middle managers that are actually building work groups of their staff so that there's input now from the bottom all the way up to the top and from the top all the way down to the bottom.

So you have input every direction. Everybody feels like they're part of it, and you're going to get more out of it.

Lessons that we learned, the first thing we learned was diversifying. 2014 we put together a group of senior managers to kind of come up with a plan. But what we learned from doing that was the fact that they didn't have all the answers. You needed it from the people in the field as well. Include your staff from all levels. Our steering committee had executive and senior managers. Working committee had senior managers and managers, mid-levels. The workers themselves had the managers and staff that actually do the work. Remember, to get buy-in, you're going to have to have multiple sales pitches. Don't prepare one sales pitch for everyone. Prepare for each staff level because different people need different things. Different things are more important depending on the level you're at.

Executive and board, focus on the regulations. Cost of non-compliance, what the plan is. Not only do they want to know why do we have to do this, what is going to happen if we don't, but how do we get there? You've got to have some sort of outlying plan to win them over.

Senior managers, managers, staff, focus on the regulations, benefits such as centralized data source, consistency, funding arguments for budget, seamless transition with little change in daily operations, which you're going to find out, if you haven't gotten to that point is a big thing for ordinary staff. They don't want to increase the workload. If you figure out a way like we've been doing to fit it into their normal work where they don't notice they're doing it, you'll win them over, because they don't see a change. And a lot of things you're now streamlining it with actual data sources, systems, which means you're making their jobs even easier, less spreadsheets.

But the biggest thing for us, lessons learned is continuous buy-in. We told you 2015-2016 we got buy-in from every level. We kept working and put our working groups together. But you lose that buy-in if you don't keep them interested, if you don't keep them up to date and involved. So your buy-in only lasts so long. You have to refresh the buy-in from all levels. This is how we do it.

We have the original sales pitch to our ELT and board in 2015. However, when we brought our consultant on, we took them back and took them in for half a day and did what we called ELT immersion trainings, taught them about what asset management as a whole for the entire agency really means. Reminded them what the federal regulations were, and at this point we now had the final rules. Reminded them what the benefits and the costs were if they didn't comply.

And then outline the final project plan that we came up with as part of the order for our actual consultants.

Then we took another step. We brought in the senior managers and managers, the people that are part of the committees. Again, explain to them what full asset management was. Again, reminded them the federal regulations and the benefits, the data, the information, the

arguments to actually get the money they really need in their actual budget every year. And then we did individual interviews and work sessions to develop exactly what information needs to go in and how it needs to be organized into the actual plan.

And then we continue. This is something we do on a monthly basis, what we call a sunshine meeting, because we're down here in the state of Florida, but we do this monthly for all our ELT, our CEO and senior managers. To keep them involved. Progress reports. Where we are, what has been done, what is coming. Discussions of issues and solutions. What are the problems that we're having? Does anybody have any ideas? We have all the senior management in these meetings, which means we can get answers to problems right then.

And discussing internal and external factors. How do we communicate this with our TPO? How do we communicate with the FDOT, Florida DOT, to make sure we're all on the same page for everything everybody is doing?

And that is how we keep the buy-in going.

Any questions?

Questions & Answers

Mshadoni Smith: Well, thanks, Matt. I'm going to, on behalf of all of us, say thank you to both you and Justin for your very candid presentations on how you have developed buy-in both within your agency and with your partners. We're going to switch over to the Q&A now, so if both of you could unmute your phones, there will be questions for both of you, and for those of you participating please feel free to continue to add your questions to the Q&A pod. It is now at the top of your screen so that you can see it a little bit easier, and I have been keeping track as well throughout the presentations of some of the questions that came in earlier.

And I do want to let you guys know, both Matt and Justin, folks have both said how very cool and how nice the presentations were. There was a shout-out to the staff. And some other complimentary things put in the chat pod.

But the first question that I have was actually for Justin, and asks: Did you use consultants to help you do your prioritization?

Justin Barclay: Yes, we did. We did bring in outside consultant support to help us with both our update process as well as writing our Transit Asset Management Directive and plan. And prioritization.

Mshadoni Smith: Great. Barbara, this is also for you, Justin, came in during your presentation, but Matt might want to chime in as well. Barbara asked...well, this is more for Justin...asked about your checklist. Actually, there was a couple of people that were interested in your checklist and if you would make those publicly available, either directly to this group or something that I could post on our web page.

Justin Barclay: I actually have a senior staff person who has been involved with asset management and actually created that checklist, so I'm going to let him talk about the checklist for you real quick and I'm sure we can work something out there.

Yeah, I think we could easily make that available. We would just need to make it clear that the checklist was developed not to exclusively mesh with FTA asset management requirements but MTA has existing grant-making processes that they use with the local transit operators and it's meant to equally support that process and some additional requirements that MTA decided to build at a state level that are slightly more stringent than the FTA requirements. As long as we have that kind of caveat and people understand that this isn't perfectly matched to the final rule on asset management, then I think we would be good.

Mshadoni Smith: Okay, I'm sure that that could be addressed. And, in fact, our current library does have some materials that are both more and less than the rule requirement, so I'm sure that we could address that.

So there was another question from David who asked, Justin, how is your TAM governance structure?

Your data governance, I believe how you are structuring the data collection or how you're formatting the information exchange with that large group. David, if you want to clarify your question in the chat pod, that would be fine, otherwise I can move on to another question, unless you want to take a stab at that.

Justin Barclay: We're mapping them in line with the TERM Lite inventory. So we're matching it up with that to put it into our tool and that is also done by consultant support as well at this point. We are working on moving towards in-house management of TERM Lite.

Mshadoni Smith: Okay. There was a question from John. What was the data used to quantify the cost of non-compliance?

Justin Barclay: Who is that question for?

Mshadoni Smith: I believe that was for you...no, that I think may have been formatted.

Justin Barclay: We did not calculate that, so unless Matt had something more to offer...

Matthew Wilson: As far as the data we used to quantify the cost of non-compliance, non-compliance means you're not within FTA guidelines, therefore you can actually...I mean, not meeting the goal part and everything, but not actually preparing a template means you're out of compliance, you could actually potentially lose your grants, so the compliance and quantification that we actually argued was how much federal grants we have coming in. We use that as our baseline because non-compliance means non-compliance with all grants.

Justin Barclay: And for us up until now we used the old prioritization method that did not go off our current data, however, with the tool we are having built right now, we will be using that going forward with current data, so that is in the works.

Mshadoni Smith: Does staff use software to create maintenance activities?

Justin Barclay: They already did...sorry about that Matt.

Mshadoni Smith: They already did at MDOT MTA?

Justin Barclay: That's correct.

Mshadoni Smith: Matt, what will you say?

Matthew Wilson: Our condition assessments are underway, so haven't been used but built into our prioritization.

Mshadoni Smith: And I think this is actually probably the last question that is unique. Did either agency make policy about having future system expansion or rehab, capital projects provide all the baseline data on the new assets to plug directly into the agency system including initial expected life of componentry?

Matthew Wilson: Our information and data on all assets are broken up and lifecycle is completed for each category, so we take into account what the original account is and have a way in the system to actually track the soft costs or operational costs during use, during its life, as well as recognizing what the initial estimated life is.

So all of that is built into lifecycle sheets already.

Justin Barclay: Not 100% sure if I understand the core of the question, but I'm going to answer a slightly different way.

When it comes to looking at the expected useful life of an asset, we're already tracking that, but something that we want to get into at some point in the future, once we become more sophisticated with asset management is being able to assess the costs of managing an asset over its lifecycle and get away from prioritization of assets only on their initial cost but start to be able to in certain cases use total lifecycle costs as a means of prioritizing investments and choosing between alternatives. That's something we wish to get to and commitment to investigating space is in our agency-wide asset management plan.

Mshadoni Smith: This is the last question and if I don't get to the question in the webinar, I will share with the presenters and try to address your question offline. Elizabeth wanted to know: <u>Did each asset class produce its own TAM first or was there only an enterprise-wide TAM prepared?</u>

I think that's for Matt.

Matthew Wilson: I'm not understanding that question.

Mshadoni Smith: Neither am I.

Justin Barclay: It's possible that was for us, given that we had a slide showing our agency-wide asset management plan and then these modal Lifecycle Management Plans, we developed them

simultaneously. We wanted to kind of have that top-down approach with the agency-wide policy and plan, while at the same time, building bottom-up with inventory and interacting with our operating modes and really getting a baseline understanding of their current asset management practices. I don't know if that was the intent of the question but that's my best shot at answering it.

Mshadoni Smith: I think you're probably right. I don't know. That question came in later on, so I'm not sure if she was referring back to a specific slide or -- she's typing now, but we may not be able to learn before the end of the session what the clarification was.

I think that is...she said, yes, that's what she meant.

Well, I know that our presenters have to go and I do want to make sure that I take the time to thank them again for spending their time with us today and sharing their journey in developing buy-in at their agencies and thank you again for participating, and our next webinar series hasn't been scheduled yet, but we do them every couple of months, and with that I'm going to close the meeting. Thanks again!

Justin Barclay: Thank you.