

Delaware Transit Corporation

Transit Asset Management Plan

September 2022



DART 
Moving Forward

ACKNOWLEDGEMENTS

Nicole Majeski, Secretary of Transportation, DelDOT

John Sisson, Chief Executive Officer, DTC

Rich Paprcka, Chief Operating Officer, DTC

Mike Neal, Deputy Chief Operating Officer, Support Services and Accountable Executive, DTC

Charlie Megginson, Vehicle Maintenance Director, DTC

Vincent Damiani, Senior Facilities Coordinator, DTC

John Kotula, Facilities Engineer, DTC

Dave Reese, Facilities Coordinator, DTC

Mike Smith, Facilities Coordinator, DTC

Dave Chikotowsky, Facilities Coordinator, DTC

Mark Quigley, Facilities Coordinator, DTC

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EXECUTIVE SUMMARY

In October 2016 the Federal Transit Administration (FTA) published its Final Rule on the Federal requirements for the development of Transit Asset Management (TAM) plans by all transit agencies that receive federal funding. The TAM Plan involves an inventory and assessment of all assets used in the provision of public transportation. The term “asset” refers to physical equipment including rolling stock, equipment and facilities. As a recipient of federal funds, the Delaware Transit Corporation (DTC), operating as DART, was required to prepare their original TAM plan due to FTA by October 2018. The Final Rule also established that all agencies shall submit a full update four years following the initial 2018 TAM Plan submittal. This 2022 TAM Plan is a complete update to DTC’s 2018 TAM Plan.

TAM Plan Responsibility

Per FTA requirements, DTC has designated the Deputy Chief Operating Officer, Support Services as the “Accountable Executive” who is responsible for the development and implementation of the TAM Plan. DTC’s Accountable Executive is supported by the TAM Team, composed of representatives of the following departments:

- Facilities and Capital Projects
- Maintenance
- Fleet and Contracts
- Operations
- Finance
- Risk Management

TAM Plan Requirements

The TAM Final Rule defined two categories of providers, Tier 1 and Tier 2; each having different reporting requirements. The Tier 1 agency is defined as an agency operating over 100 vehicles in peak revenue service or operating rail service. The Tier 2 agency is defined as an agency operating 100 vehicles or less during revenue service and no rail operations. Based on the criteria DTC is a Tier 1 agency that has the following reporting requirements:

1. Capital Asset Inventory
2. Condition Assessment of Assets
3. Description of Decision Support Tools
4. List of Prioritized Investments
5. Transit Asset Management and State of Good Repair Policy
6. TAM Plan Implementation Strategy
7. List of Key Annual Activities supporting the TAM Plan
8. Identification of Resources Needed to support TAM Plan
9. Evaluation Plan

Inventory of Capital Assets

The TAM Plan includes an inventory of all assets that owned or operated by DTC. The assets are defined in three categories: rolling stock, equipment, and facilities.

- Rolling Stock – DTC has 561 revenue vehicles; of these, 261 are fixed-route buses and 300 are paratransit buses.
- Equipment – DTC's non-revenue vehicles and support equipment consist of 105 non-revenue service vehicles, and 5 pieces of service support equipment.
- Facilities – DTC has 27 facilities, including administration, operations, and maintenance facilities; passenger facilities; parking structures; and park and rides.

Condition Assessment

Rolling stock and equipment are tracked and managed using DTC's equipment management software FleetFocus MS, Cognos and follow the guidelines established in DTC's Fleet Maintenance Plan. Under DTC's Facility Maintenance Plan, facilities are subject to daily, monthly, semi and/or annual assessments. DTC Staff also performed a facility review for this TAM Plan. The following is a summary of DTC's condition assessment:

The condition of rolling stock is measured as the percentage of vehicles at or beyond the FTA-defined Useful Life Benchmark (ULB). Only 4.63% of DTC's revenue fleet is at or beyond its ULB, with an average vehicle age for fixed-route and paratransit vehicles of 6.44 and 3.72 years, respectively.

Facilities conditions are measured using FTA's TERM condition rating scale for State of Good Repair. The TERM scale is a rating of 1 to 5, where 1 is poor, and 5 is excellent. Any facility with a rating of 3 or greater is considered operating in a State of Good Repair. Overall, DTC's State of Good Repair rating for all facilities is 3.9. Only 3.7% of DTC's facilities are below an SGR rating of 3.0 or greater.

Decision Support Tools and Investment Prioritization

DTC uses a range of decision support tools for asset lifecycle management and investment planning, including both electronic software and written policy manuals. The decision support tools are also key annual activities for performing lifecycle management. One of the primary purposes of maintaining a state of good repair is risk mitigation. Throughout each asset's lifecycle DTC monitors the asset for unsafe and inaccessible conditions. When DTC encounters and identifies an unacceptable safety risk associated with an asset, the asset is ranked with higher investment prioritization in the Delaware Department of Transportation (DelDOT) six-year Capital Transportation Program. DTC recognizes that climate change is the biggest environmental threat facing our nation and has prioritized investments to focus on "greener" assets to reduce greenhouse gas emissions (GHG). To lead its efforts to minimize greenhouse gas emissions and maximize resilience to climate change, DTC has released its first Climate Action Plan. A blueprint for DTC's Sustainability Program, the Climate Action Plan establishes agency-wide strategies to reach an ambitious goal of "50X30" - a 50% reduction in its total GHG by 2030.

To reach the 50% GHG reduction target from the 2016 baseline year, DTC has established energy efficiency and energy use objectives for its revenue fleet, non-revenue support vehicles, and facilities.

TAM Plan and State of Good Repair Policy

To effectively manage and maintain its capital assets in a continual state of good repair DTC has developed an overall approach to asset management and funding. Accordingly, DTC has identified six policy actions to success that include:

1. promoting a culture supporting asset management,
2. employ best practice principles,
3. prioritize safety critical assets,
4. utilize state-of-the-art technology,
5. set performance goals and
6. cost-effective decision making.

To support the TAM Plan policy DTC has developed state of good repair goals that account for the full life cycle of an asset.

Implementation Strategy, Identification of Resources, Annual Activities, and Evaluation Plan

The implementation of the TAM Plan provides a strategic approach to managing the preservation of fleet and facilities to optimize the useful life and performance of these assets. DTC has developed a framework for incorporating asset management procedures into its fleet and facilities maintenance plans. The implementation process will ensure assets are maintained in a state of good repair and enhance operations by providing safe, reliable service. The TAM Plan implementation approach will be reviewed on annual basis and revised as needed. Additional input will occur as part of the quarterly TAM Team meetings.

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ABBREVIATIONS & ACRONYMS

ADA	Americans with Disabilities Act of 1990
COT	Council on Transportation
CTP	Capital Transportation Program
DeIDOT	Delaware Department of Transportation
DTC	Delaware Transit Corporation
eGRID	Emissions & Generation Resource Integrated Database
EMS	Equipment Management System
EPA	Environmental Protection Agency
EV	Electric Vehicle
FAST	Fixing America's Surface Transportation Act
FTA	Federal Transit Administration
GHG	Greenhouse Gas Emissions
MAP-21	Moving Ahead for Progress in the 21st Century Act
MPG	Miles Per Gallon
MPO	Metropolitan Planning Organization
MTCO ₂ -eq	Metric Ton Carbon Emissions Equivalent
NTD	National Transit Database
OEM	Original Equipment Manufacturer
O&M	Operations and Maintenance
SEPTA	Southeastern Pennsylvania Transportation Authority
SGR	State of Good Repair
TAM	Transit Asset Management
TERM	Transit Economic Requirements Model
ULB	Useful Life Benchmark
WILMAPCO	Wilmington Area Planning Council

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1. INTRODUCTION

The 2016 FTA TAM Final Rule required that all transit agencies receiving Federal financial assistance to complete a Transit Asset Management (TAM) Plan due October 2018. The TAM required agencies to report on the physical condition of assets used in the operation of the public transportation system and establish performance measures with the outcome of operating assets within the parameters of a State of Good repair (SGR).

The initial TAM Plan was due October 1, 2018, and provided a condition assessment of DTC's assets. This initial TAM Plan covered a four-year "horizon period" culminating with a complete TAM update due October 2022. Since the completion of the 2018 TAM DTC has continued to assess, monitor, and invest in DTC's assets to ensure a continued SGR. The 2022 TAM Plan is a complete update and will replace DTC's 2018 initial TAM Plan.

1.1. OVERVIEW OF DELAWARE TRANSIT CORPORATION

Public transportation in Delaware dates to when the Wilmington City Railroad Company operated horse-drawn trolleys in Wilmington. Since those early days public transportation has expanded across the entire state. In 1995, all statewide public transportation providers merged into DTC to enhance connectivity and service availability. DTC is the public transit division of DelDOT and operates under the name of "DART".

DTC's mission is to connect people to what matters

- ✓ Every Ride
- ✓ Every Customer
- ✓ Every Day

DTC service snapshot (2022)

- ❖ Type: fixed routes and paratransit
- ❖ Coverage: statewide, including seasonal resort trips
- ❖ Span: 7 days a week, hours and frequencies vary
- ❖ Fleet: 510 revenue vehicles:
 - 261 fixed-route buses
 - 300 paratransit vehicles
 - 16 million annual Vehicle Miles Travelled
 - Ridership: 9.3 million annual trips

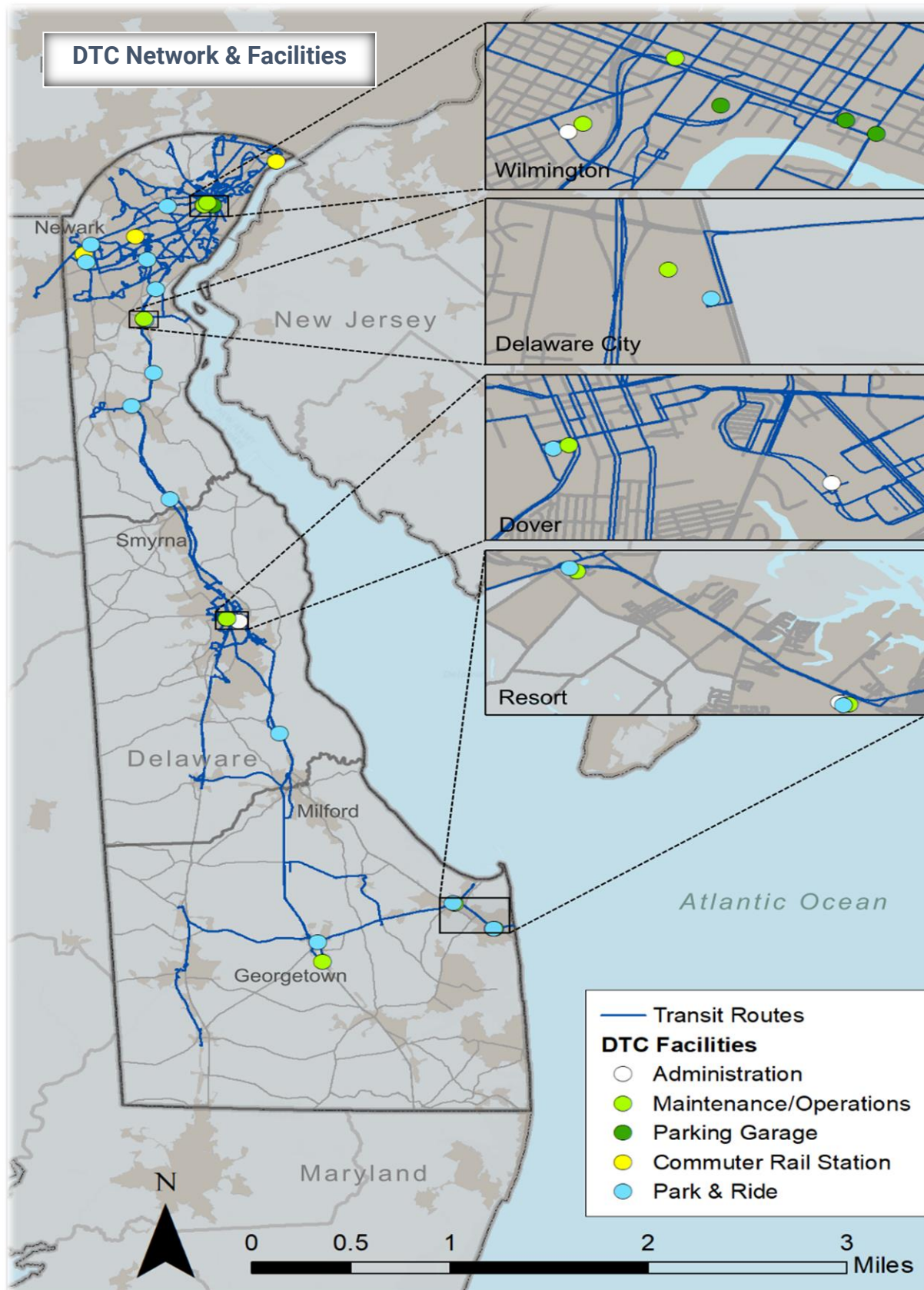
- ❖ Contracted service: First Transit (paratransit) & SEPTA (commuter rail)

❖ 60+ bus routes serving:

- 2,307 bus stops
- 10 park & rides
- 5 transit centers/hubs

❖ Statewide facilities:

- 7 operations & maintenance facilities
- 2 administration facilities
- 8 passenger facilities



1.2. TAM PLAN REQUIREMENTS

When the FTA TAM Final Rule went into effect on October 1, 2016, the rule amended US Code of Federal Regulations (CFR) Title 49, Parts 625 and 630 relating to TAM and the National Transit Database (NTD). The amended regulations had different TAM Plan requirements depending on the size of the transit provider. For the 2022 TAM Plan update those rules and regulations are still applicable. The rule defined two categories of providers, Tier 1 and Tier 2, and based on the criteria below DTC is a Tier 1 agency.

Tier 1 agency criteria:

1. Operates, or manages either 101 or more vehicles in revenue service during peak regular service or in any one non-fixed-route mode and/or,
2. Operates rail transit

This TAM Plan is an update to the 2018 TAM Plan and will continue to outline how DTC's systematic process for assessing, monitoring, and reporting on the physical condition of the assets meets the goals of the SGR. DTC accomplishes this by using a defined maintenance approach, along with preservation, repair, and rehabilitation actions that will attain a continuous SGR for the life of the asset.

As noted in the prior section, DTC, as a Tier 1 provider, is required to complete a TAM Plan with the same nine elements as defined by the FTA for the initial TAM Plan. Those elements of Tier 1 TAM Plan include:

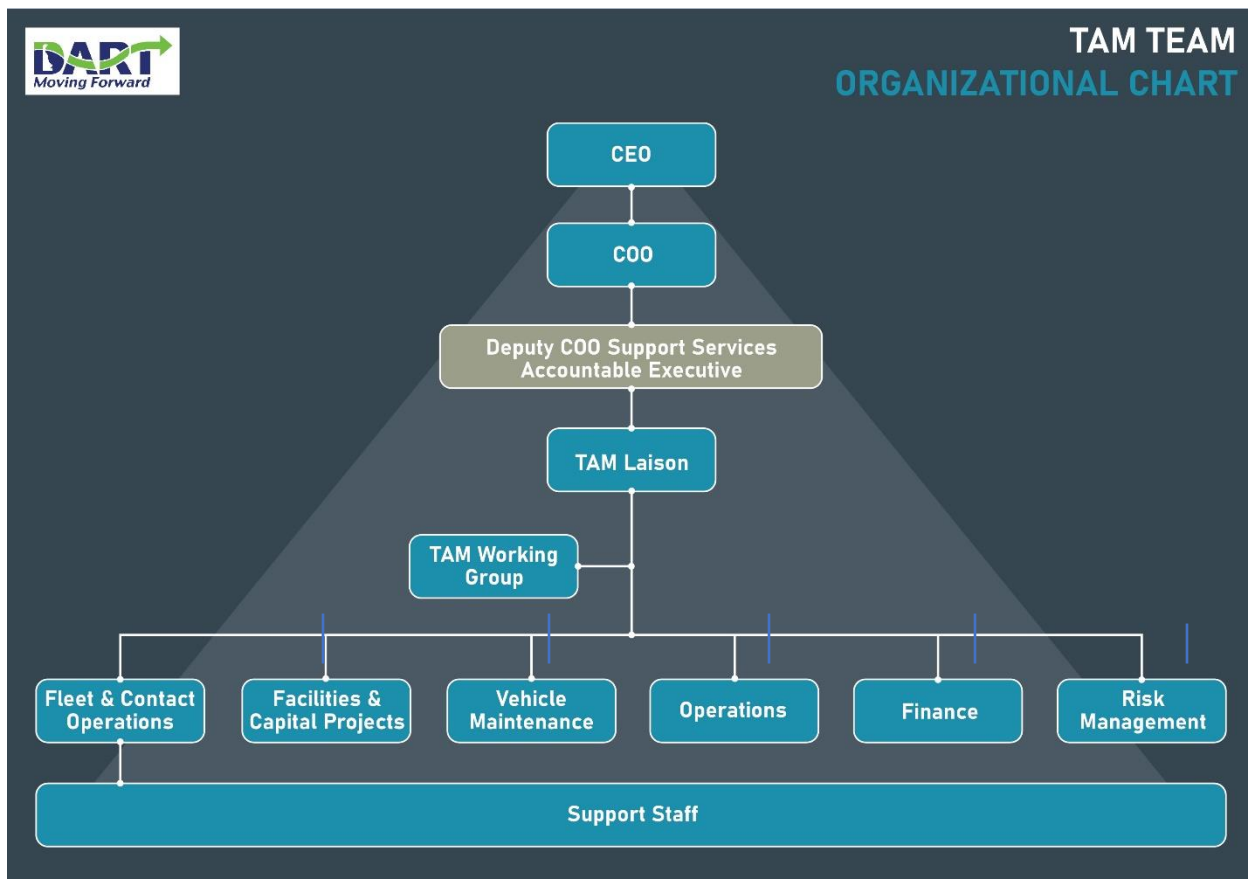
1. Capital asset inventory
2. Condition assessment of assets
3. Description of decision-support tools used to estimate capital needs, and prioritize investments
4. Project-based prioritization of investments
5. TAM and SGR Policy
6. TAM Plan implementation strategy
7. Description of key activities to support TAM over four-year horizon period
8. Identification of resources needed to support TAM Plan
9. Outline/approach of how the plan will be evaluated and updated

1.3. TAM PLAN APPROACH

DTC's Accountable Executive is the Deputy Chief Operating Officer for Support Services. The Accountable Executive has been implementing the established TAM strategies to meet the performance goals established in the 2018 TAM Plan. Although the Accountable Executive is

responsible for ensuring those strategies and goals are met. Meeting those goals and expectations of the TAM Plan cannot be accomplished by one sole individual. To ensure an ongoing successful implementation of the TAM Plan, DTC has established a TAM Team comprised of a core group of key senior and support staff. Accordingly, DTC will continue to maintain its established TAM Plan hierarchy. These goals and updates shall be approved by DTC's Executive Director. Figure 1 illustrates the DTC's TAM Team that will be responsible for the implementation of the TAM Plan.

Figure 1: DTC TAM Team



The hierarchy is not all-inclusive since many individuals will support the TAM Plan effort. DTC support staff, operators, mechanics, and DTC customers play a key role in the success of the TAM Plan.

This TAM Plan sets forth DTC's approach for agency-wide objectives and strategies for compliance with FTA's Final Rule requirements.

2. INVENTORY OF CAPITAL ASSETS

2.1. DTC ASSET INVENTORY

The following is a summary of the capital assets for which DTC has direct capital responsibility. These assets are owned and operated by DTC and are comprised of DTC's rolling stock, equipment, and facilities and are therefore included in this TAM Plan. DTC's assets are inventoried and tracked using spreadsheet reports generated by DTC staff. DTC also utilizes Equipment Management System (EMS) software FleetFocus M5 for tracking maintenance activities and Cognos, a locally derived performance management database, to track the preventative maintenance reports.

DTC assets are classified into three asset categories: rolling stock, equipment and facilities.

1. **Rolling Stock** – DTC-owned and operated vehicles for the purpose of revenue service in the provision of providing fixed-route and paratransit public transportation.

DTC does not operate any third-party-owned assets. All DTC revenue service vehicles are ADA-compliant, and the fleet consists of:

- 40' and 45' MCI over the road coach commuter buses
- 29', 35', and 40' Gillig Low-Floor clean diesel, hybrid fixed-route buses.
- 35' and 40' Proterra and Gillig Low Floor fully electric buses
- 25' Elkhart and C&E propane cut-a-way and van paratransit buses



DTC currently has 561 revenue vehicles an increase of 44 compared to the initial 2018 count of 517 revenue vehicles. DTC's 300 vehicle paratransit fleet is now 100% propane powered fleet. DTC's electric fixed-route bus fleet will soon represent 10% of the fixed-route fleet of 261 buses. Each vehicle is assigned a unique ID number for tracking and preventative maintenance purposes. The unique ID number identifies the assets purchase/acceptance group, service type, and operating division.



DTC owns four Hyundai Rotem commuter rail cars (#'s 735, 736, 871 and 872) purchased in 2013 under agreement with SEPTA. However, DTC does not operate, maintain, or store the rail cars. All rail cars and service are provided under contract with the Southeastern Pennsylvania Transit



DTC Support Vehicle

Authority (SEPTA). Therefore, DTC does not have any associated rail infrastructure in its asset portfolio.

2. Equipment DTC operates non-revenue vehicles for maintenance support, street supervision, staff travel, and delivery of materials. Non-revenue vehicles are provided to DTC by the State of Delaware

3. Facilities – DTC-owned structure or facility equipment in use for the provision of public transportation.

As a statewide public transportation service provider DTC is responsible for the following structures: administration facilities, operations and maintenance (O&M) facilities, passenger and facilities:

- Administrative Facilities – Offices The offices are for facilities administrative activities, human resources, civil rights, technology, operations, engineering, finance, scheduling, planning, marketing, and safety/security to support the overall management activities for the provision of public transportation.
- Operation and Maintenance Facilities – These facilities support activities for the operation, maintenance, and storage of bus-only rolling stock used for the provision of public transportation. Maintenance facilities are capable of preventative, minor, and major maintenance activities. Offices for operations, maintenance, and dispatch supervision; and operator/mechanic breakrooms. O&M facilities include separate on-site bus wash facilities.
- Passenger Facilities/Parking – These facilities are passenger rail stations that provide passenger waiting areas and parking for rail service activities. DTC also has transit centers and transit hubs that provide covered waiting areas and enhanced passenger amenities to support bus services. Also included are parking structures and park and rides.



DTC uses one third-party owned passenger rail facility, Joe Biden Amtrak Station, which is owned by the National Railroad Passenger Corporation. DTC does not have direct capital responsibility for the rail station. However, DTC does have direct capital responsibility for the adjacent parking structure. The parking structure is included in the asset inventory and facility assessment.

Tables 1 and 2 provides a summary of the capital assets that DTC owns, operates, and for which it has direct capital responsibility.

Table 1: DTC Rolling Stock and Equipment Inventory

Asset Category	Asset Type	Operating Division	Asset Class	Quantity
Rolling Stock	Revenue Fleet	Beech St, Dover, Mid-County, Georgetown, Resort	25' Cutaway Bus	294
		Beech St, Georgetown	Transit Van	6
		Monroe St, Mid-County, Dover, Georgetown, Resort	29' Low Floor Bus	72
		Monroe St	35' Low Floor Hybrid Bus	1
		Monroe St, Mid-County	40' Low Floor Bus	149
		Monroe Street	40' Low Floor Hybrid Bus	7
		Monroe St, Dover, Resort	35' & 40' Low Floor Electric bus	19
		Monroe St, Dover, Resort	40' Commuter Bus	4
		Monroe St, Dover,	45' Commuter Bus	9
			TOTAL REVENUE FLEET	561
Equipment	Non-Revenue Fleet	All	Auto	28
			SUV	43
			Van	9
			Trucks	25
			Trailers	5
			TOTAL EQUIPMENT	110

Table 2: DTC Facility inventory

Asset Category	Asset Type	Facility Name	Year Operating	Quantity
Facility	Operations & Maintenance	Monroe Street	1974, 2004	3
	Administration & Operations	Beech Street	2006, 2018	2
	Operations & Maintenance	Mid-County	2005	4
	Administration	Dover	2001	1
	Operations & Maintenance	Dover	2001	2
	Operations & Maintenance	Georgetown	1999	3
	Operations & Maintenance	Lewes	2022	2
	Operations & Maintenance	Resort	1990	3
Passenger	Rail Station	Claymont	1990	1
	Rail Station	Fairplay	2000	1
	Rail Station	Newark	1997	1
	Transit Center	Wilmington	2020	1
	Transit Center	Dover	2011	1
	Transit Center	Lewes	2017	1
	Transit Hub	Newark	2008	1
	Transit Hub	Georgetown	2009	1
Parking	Garage	Amtrak Station	2004	1
	Garage	Christina Crescent	2008	1
	Park and Rides	Multiple Sites	1992-2022	10

For the 2022 TAM update, DTC has added four new facilities since the completion of the 2018 TAM Plan.

1. Wilmington Transit Center – A covered passenger facility with structured parking provided enhanced passenger amenities adjacent to the Amtrak Station. The facility also accommodates parking for rental cars.
2. Newark Commuter Rail Station – an enclosed climate-controlled commuter rail station
3. Middletown Park & Ride – a 200 spaces surface park & ride served by multiple routes
4. Lewes Transit Center – a multi-function facility that includes a covered passenger waiting area, 240 space park & ride, climate-controlled visitors center and a O&M facility to support resort services



2.2. DTC ASSET CONDITION TRACKING



As each asset is procured and accepted DTC assigns a specific asset identification number, and data is collected from the manufacturer on the asset's useful life, preventative maintenance schedule, and warranty information. This data is then entered in DTC's equipment management software programs, Fleet Focus M5 and Cognos. Some of the facility assets included

in the inventory are currently under construction or renovation. All facility updates, when complete, will be included in future TAM Plan amendments.

3. CONDITION ASSESSMENT

3.1. ROLLING STOCK AND EQUIPMENT

Revenue vehicle condition was calculated in terms of the percentage of assets that are at or exceed the FTA's Useful Life Benchmark (ULB). Recent data for each vehicle was organized by bus series, age, mileage, and miles between road calls, and replacement costs. Rolling stock asset condition data is collected through DTC's EMS FleetFocus. The software provides an array of valuable information used to calculate the condition of an asset. The mileage attributes, although not a useful life measure, are representative of the asset tracking and preventative maintenance procedures that DTC uses to ensure assets are maintained in a SGR.

Table 3: DTC Rolling Stock Condition Assessment

Asset Type	Asset Series	Quantity	Average Age	Average Miles	Average Miles between Road Calls	Replacement Cost	Asset ULB	Percent at or Exceeding ULB
Fixed-Route	100	8	10	308,334	7,640	\$4,481,600	14	
	200	34	13.7	535,530	6,509	\$19,315,300		
	300	17	12	239,913	24,337	\$8,636,000		
	400	72	8	334,372	10,129	\$39,513,000		
	500	22	2	98,022	14,044	\$14,102,000		
	600	26	3.8	188,385	10,138	\$15,551,000		
	700	19	2.6	38,488	4,085	\$16,713,125		
	900	13	11.3	510,516	16,886	\$8,715,000		
	21000	21	1	48,910	18,257	\$13,692,000		
	22000	59	0	8,899	8,055	\$9,945,000		
	Fixed-Route	261	6.44	231,037	12,008	\$150,664,025		4.63%
Paratransit	1600	40	6	189,281	52,494	\$5,108,000	10	
	1700	52	5.1	169,785	53,221	\$7,782,700		
	1800	55	4.4	133,813	39,354	\$8,767,000		
	1900	55	3.0	86,131	29,330	\$9,405,000		
	19000	5	3.0	115,760	30,129	\$855,000		
	2000	59	3.0	46,263	33,117	\$10,089,000		
	882100	28	1.0	23,610	21,886	\$5,236,000		
	1700 (Van)	2	4	22,417	15,160	\$312,500		
	1900 (Van)	4	4	36,252	36,252	\$625,000		
	Paratransit	300	3.72	91,479	34,616	\$48,180,200		

The equipment category includes non-revenue support vehicles and, maintenance support equipment such as trailers. DTC's non-revenue support vehicles and maintenance equipment is maintained and tracked by a third-party provider. All the assets are owned operated and stored by DTC. However, DTC does not have direct capital responsibility for acquisition of DTC's support vehicles. All vehicles are acquired through State of Delaware vehicle availability. Consequently, since DTC does not have direct capital responsibility FTA does not require condition assessment reporting for non-revenue support vehicles. FTA does require that the equipment be included in the inventory. Equipment inventory data is in Section 2.1, Table 1.



DTC's overall rolling stock condition assessment percentage is 4.63% of the revenue vehicles have met or exceeded their useful life. This is an increase when compared to the 2018 score of 1.2%. It's important to note that the increase is due to DTC's 200 series fixed-route buses that are scheduled to be replaced shortly, but at the time of this report being prepared are still in revenue service. However, the 4.63% rating is still way below the performance goal of less than 10%.

The average age of DTC's rolling stock is 11.3 years for over-the-road coach bus (BR), 5.3 years for bus (BU) and only 3.6 years for cutaway bus (CU). This is low when compared to FTA's useful life benchmark. The low averages reflect the effectiveness of DTC's prioritized vehicle replacement program. The results of DTC's strong preventative maintenance and life cycle program are shown in the average vehicle and road call mileage. The replacement of these revenue vehicles has been programmed in the current DelDOT Capital Transportation Program (CTP), FY23 to FY28.

As noted in the Section 2.1 DTC Asset Inventory, DTC does own 4 commuter rail cars that are in operation under contract with SEPTA. Since DTC does not operate, store or maintain the rail equipment a condition assessment was not completed. All four rail cars are maintained, stored and operated by SEPTA for use in the provision of commuter rail service for the region. Accordingly, the condition assessment for the commuter rail cars are included on SEPTA's TAM Plan.

3.2. FACILITIES

Under DTC's facility maintenance plan items such as conveyances, fire systems, HVAC, equipment, plumbing, etc., are subject to daily, monthly, semi and/or annual assessments. In addition, in the preparation of the 2018 TAM, DTC staff conducted a site review of DTC facilities using the Transit Economic Requirement Model (TERM) to rate the facilities. The TERM model is an analysis tool designed to help transit agencies with estimating transit capital investment

needs. The TERM scale is a rating of 1 to 5, where 1 is poor, and 5 is excellent. All assets with a value lower than 2.9 are not considered to be operating in a SGR. When performing the facility assessment staff conducted a visual inspection of the facilities. Staff members are also aware of historical records for each of the facilities. A rating score value was assigned by qualified personnel.

Table 4: FTA TERM Scale and Condition Criteria

Rating		Condition	Description
State of Good Repair	5	Excellent	No visible defects, new or near new condition
	4	Good	Good condition, minor wear
	3	Adequate	Moderate deterioration, minor refurbishment or small repairs
Out of Repair	2	Marginal	Defective or deteriorated, significant or multiple repairs needed
	1	Poor	Critically damaged or in need of immediate repair, safety concern, overhaul or replacement

In addition to the facilities included in the 2018 TAM the condition assessment of the following new DTC facilities are included:

- A new Newark air passenger facility is under construction and replaced the existing Newark Commuter rail station included in this assessment.
- The Wilmington Transit Center opened in 2020 and is a covered passenger facility with structured parking.
- The Lewes Transit Center Facility when assessed in 2018 was a park & ride with covered passenger waiting area. For the 2022 update 2 new additional facilities; visitors center and O&M facility are included in the Lewes facility assessment.
- The Beech Street facility when assessed in 2018 was an administration facility only. For 2022, a new paratransit operation and fueling facility were added and included in the Beech Street assessment.
- Middletown Park & Ride, a surface park & ride served by multiple routes

For each facility, staff reviewed assessed both the interior and exterior. Mechanical and maintenance support items such as vehicle lifts, compressors, fare collection vault, fueling, bus wash, etc. were included in the assessment. At facilities with more than one building a separate TERM-scale rating was prepared for each building, then an average for the site was calculated and included in the table below. For example, the Mid-County O&M facility consists of four separate buildings: operations offices and maintenance, refueling and fare collection, bus wash, and maintenance. The reviewers assessed each individual facility, prepared a rating for each, and averaged them to develop single rating score for the overall site.

Table 5 provides a summary of the facility assessment results for each facility as and the overall condition rating for DTC's facilities.

Table 5: DTC Facility Assessment Ratings

Asset Type	Asset Name	SGR Rating
Administration, Operations & Maintenance	Beech Street	4.3
	Dover	3.9
Operations & Maintenance	Monroe Street	3.6
	Mid-County	3.7
	Georgetown	3.8
	Lewes	4.7
	Resort	3.8
Passenger Facility	Claymont Rail	3.1
	Fairplay Rail	3.5
	Newark Rail	4.4
	Wilmington Transit Center	4.9
	Newark Transit Hub	3.6
	Dover Transit Center	4.1
	Georgetown Transit Hub	2.5*
	Lewes Transit Center	4.7
	Christiana Crescent	3.8
	Riverfront Deck	3.8
Parking Facility		
Park and Rides	10 Park and Rides	4.0
Overall State of Good Repair Rating		3.9
Percentage of facilities below 3.0 SGR Rating		3.7%

* Facility with SGR Rating Below 3.0

4. DECISION SUPPORT TOOLS

4.1. DTC'S APPROACH TO ASSET MANAGEMENT

One of the primary purposes of maintaining a SGR is risk mitigation. This management philosophy applies risk mitigation strategies (policies and procedures) throughout the asset's lifecycle, both from a maintenance perspective (breakdowns) and a safety and accessibility perspective (accidents/ADA requirements).

Throughout each asset's lifecycle DTC monitors the asset for unsafe and inaccessible conditions. However, identifying an opportunity to improve the safety of an asset does not necessarily indicate an unsafe condition. When DTC encounters and identifies an unacceptable safety risk associated with an asset, the asset is ranked with higher investment prioritization, to the extent practicable. DTC's risk management philosophy is the proactive approach of identifying future projects and ranking preventative projects with better return on investment higher in the investment prioritization risk.

Table 6: Asset Management Approach

DOCUMENT	DESCRIPTION
Condition Assessment	Ongoing schedule/approach for conduction asset assessments
Asset Management Policy	Periodic review to effectiveness of TAM policy for achieving performance targets.
Decision Process	Continuous development of investment process for all capital and maintenance assets
Prioritized List of Investments	Annual update based on projected needs
Implementation Strategy	Strategic approach to managing the preservation of fleet and facilities to optimize the useful life and performance of these assets
Evaluation	Compliance to the TAM plan and adjust as needed from lessons learned

4.2. DECISION SUPPORT TOOLS

DTC uses a range of decision support tools for asset lifecycle management and investment planning, including both electronic software and written policy manuals. Each written policy manual and software program complements each other as they contribute to asset management throughout the lifecycle, from planning and procurement to disposal. These tools provide a record of conditions and maintenance history that inform decisions about investments, including project selection and prioritization. A description of the decision support tools is presented below in **Table 7**.

Table 7: Decision Support Tools

MAINTENANCE PLANS AND PROGRAMS	
DOCUMENT	DESCRIPTION
Facility Maintenance Plan	DTC maintains a Preventative Maintenance Schedule for its facilities. Elements are inspected and serviced monthly or quarterly, depending on type.
DTC Vehicle Maintenance Plan	The DTC Vehicle Maintenance Plan provides basic guidance through the service life of all DTC-owned and operated vehicles. The Plan includes the following elements:
	<u>Preventative Maintenance Program</u> . DTC's structured preventative maintenance program is based on manufacturer's recommendations and specific vehicle operating conditions. Preventative Maintenance Inspections are scheduled based on usage or days since previous inspection, and vehicle type.
	<u>Vehicle Acceptance Inspection</u> . All vehicles will be audited against the purchase specifications, prior to release for service.
	<u>CAD/AVL</u> . This system is tested by the operator before each bus enters operational service.
	<u>Oil Analysis Program</u> . Oil analysis is intended to prevent catastrophic failures by early detection of unusual engine or transmission component wear.
	<u>Daily Service Activities and Inspections</u> . These activities and inspections are recorded in the equipment management software.
	<u>Unscheduled Vehicle Maintenance</u> . All maintenance performed outside of the schedule, programmed or preventative maintenance cycle is considered reactive. The intent of the DTC Vehicle Maintenance Plan is to minimize this type of maintenance. All problems and subsequent repairs are documented in the equipment management system software.
SOFTWARE	
FleetFocus M5	This fleet management software is used to track vehicle and equipment maintenance functions.
Cognos	An asset management software tool.
Primavera Unifier	A lifecycle management software program used in the development of the DelDOT CTP.
OTHER RESOURCES	
Procurement Manual	The Procurement Manual lists all FTA purchasing policies, contract bidding requirements and regulation, asset purchasing procedures, and asset disposal procedure.
TAM Plan	DTC's Transit Asset Management Plan is a document containing a business model that uses the condition of assets (facility, rolling stock, and equipment) used in the provision of public transportation to help guide the optimal prioritization of funding to keep the agency's transit system in a SGR. The TAM Plan also contains information related to data collection and reporting requirements for the following: asset inventory portfolio, asset condition assessment, decision support tools, and a plan for implementation.

5. INVESTMENT PRIORITIZATION

This section describes DTC’s process for investment (project prioritization). This process optimizes how funds are spent and allocated in order to maintain a state of good repair for DTC’s assets. As noted in the introduction of this TAM Plan, DTC is an operating division of the Delaware Department of Transportation (DelDOT) and both capital and operating funds are provided by DelDOT. The DTC capital and operating budgets are set annually. The capital budget is based on DelDOT’s longer term 6-year Capital Transportation Program (CTP). Key to DTC’s capital investment process is operating sustainable services to provide “greener” transportation options with the goal of reducing direct and indirect greenhouse gas emissions.

5.1. PRIORITIZATION DEVELOPMENT PROCESS

Each year DelDOT develops a 6-year CTP that identifies and prioritizes anticipated capital investments. The current CTP is for FY23 to FY28, and it includes the four-year horizon period for this 2022 TAM Plan update. All requested projects in the CTP must conform with the requirements of the Moving Ahead for Progress in the 21st Century Act (MAP-21), particularly the creation of a performance-based transportation program, and the Fixing America’s Surface Transportation (FAST) Act, and the recently adopted Bipartisan Infrastructure law.

To support the development of the CTP, the Governor appoints a nine-person member advisory panel of community and business leaders, known as the Council on Transportation (COT). The role of the Council on Transportation is to provide oversight, project prioritization, and CTP approval.

The project prioritization process was initially adopted in 1998. Since that time the process has been modified to improve the scoring process, to document the selection process, and facilitate the comparison of projects. The criteria for the DelDOT project prioritization process are based on the following:

- DTC’s and DelDOT’s Mission Statement, Vision and Goals
- Provisions from TITLE 29 CHAPTER 84 § 8419 of the Delaware Code
- Provisions from MAP-21 and the FAST Act
- Delaware’s Long-Range Transportation Plan

The prioritization process considers the criteria listed below in **Table 8**. These criteria are in order of importance related to the goals and vision of DTC.

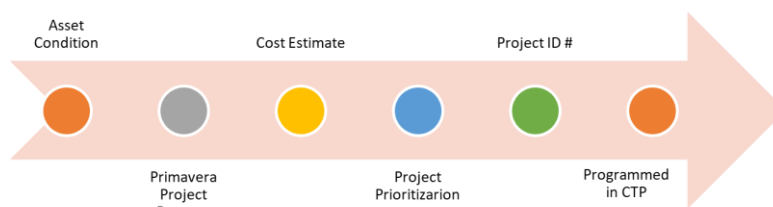
Table 8: CTP Project Investment Prioritization Tools

Criteria and Priority Weighting	Description
Safety – 35%	The ability of the transportation system to allow people and goods to move freely, without harm.
System Operating Effectiveness – 19.1%	The ability of the transportation system to efficiently move people, goods and services without excessive delay or inconvenience.
Multi-Modal Mobility – 11.9%	The ability of a project to provide efficient movement of people and goods between destinations by motor vehicle, pedestrian, bicycle and transit modes
Revenue Generation/Economic Development/Jobs & Commerce – 13.1%	The ability of a project to facilitate or support business development and employment.
Impact on the Public/Social Disruption/Economic Justice – 8.3%	The effect of the transportation system on existing population and community
Environmental Impact/Stewardship – 6.6%	The effect of the transportation system on energy use and the natural environment.
State and Local Priority – 6.1%	The ability to meet state and local needs

The process begins with a review of the asset condition assessment. Based on the results of the assessment inventory and the condition assessment, capital funding needs are identified. These projects are requested through DelDOT's Primavera Unifier lifecycle management software. Once the Primavera project initiation process is complete, a project number is assigned, and project cost estimates are prepared.

Next is the prioritization process; an iterative process following the established prioritization process and criteria; and considering available funding and timing.

In addition to the project prioritization process, DelDOT/DTC follows established performance-based measures for system preservation projects, such as vehicle and equipment replacement and facility maintenance. System preservation projects are identified as State of Good Repair (SGR) in the DelDOT CTP. Prioritized projects are identified with a numeric value ranking measured against all DelDOT project requests. The figure below highlights the investment priority process used by DTC.



To support the development of projects and their inclusion in the CTP, DTC develops a ranked list of prioritized projects consistent with the CTP ranking process. The selected projects improve, expand, or preserve the capital assets for which DTC is responsible. The investment prioritization process results in a list of programmed projects that DTC has determined will meet its SGR performance. **Table 9** in Section 5.2 provides priority listing of DTC's project annual investments.

In the preparation of an investment prioritization list, DTC takes into consideration the projected funding levels from all funding sources that it anticipates will be available during the TAM Plan horizon period. Because the amount of funding available is limited, the number of requests that can be programmed in the CTP is constrained.

Once a draft CTP is prepared a series of public meetings are held to solicit public comments on the program. Public comments are reviewed by the Council on Transportation and a revised draft is prepared. During this process DelDOT coordinates with the two MPOs in Delaware, Wilmington Area Planning Council (WILMAPCO) and the Dover/Kent MPO in order to incorporate the MPOs' priorities. The Council on Transportation then votes on the final CTP and it is presented to the Governor for approval.



5.2. SGR INVESTMENT PRIORITIZATION SCHEDULE

Table 9: DTC Investments in the FY23-FY28 CTP

Project	Division	Asset Class	Priority	FY23	FY24	FY25	FY26	FY27	FY28
Fixed Route Vehicle Replacement/Expansion	NCC, Kent, Sussex	Rolling Stock	SGR	✓	✓	✓	✓	✓	✓
Paratransit Vehicle Replacement	NCC, Kent, Sussex	Rolling Stock	SGR	✓	✓	✓	✓	✓	✓
Support Vehicle Replacement/Expansion	NCC, Kent, Sussex	Equipment	SGR	✓	✓	✓	✓	✓	✓
Monroe St Maintenance Upgrade	NCC	Facilities	CON		✓	✓	✓	✓	✓
Beech St Maintenance Building	NCC	Facilities	SGR	✓	✓				
NCC Transit Center	NCC	Passenger Facilities	41	✓	✓	✓			
Mid County Facility Expansion	NCC	Facilities	SGR	✓					
Fairplay Station Parking Expansion	NCC	Parking Facilities	70	✓	✓				
Newark Regional Transportation Center-Pedestrian Bridge	NCC	Passenger Facilities	35	✓	✓				
Claymont Regional Transportation Center	NCC	Passenger Facilities	102	✓					
Dover Facility Renovations	Kent	Facilities	SGR	✓					
Dover Bus Canopy Solar Panels	Kent	Facilities	SGR	✓					
Lewes Transit Center Phase 2	Sussex	Passenger Facilities	SGR	✓					
Resort Park & Ride Upgrade	Sussex	Passenger Facilities		✓	✓	✓			
Georgetown Transit Hub	Sussex	Passenger Facilities	SGR	✓					
Maintenance Equipment	NCC, Kent, Sussex	Equipment	SGR	✓	✓	✓	✓	✓	✓

5.3. SUSTAINABILITY INVESTMENT

While DTC already reduces GHG emissions across Delaware through provision of public transportation services, it is taking further steps by developing its own CO₂ emission reduction targets based on federal, state, and local guidance and best peer practices. DTC's **Climate Action Plan offers a path to a cleaner, more sustainable future**. DTC's overarching goal is to develop a comprehensive and inclusive sustainability framework for profitable, sustained, and equitable DTC operations. DTC defined target is **"50X30"** - to reduce the total cumulative GHG emissions from all DTC operations by 50% between 2016 (baseline year) and 2030.

"50X30"

DTC's Climate Action Plan outlines "50X30" target strategies:

a 50% reduction in GHG emissions by 2030 –

with focus on 'greening' fleet and facilities.



DTC's Monroe Street Facility
Electric Bus Charging Equipment

DTC has established two key focus areas to categorize the 2022 Climate Action Plan initiatives to reach the **"50X30"** GHG emissions reduction target:

1. Energy Efficiency: fleet and support vehicles fuel use.

Improvements in energy efficiency offer pathways to decrease GHG emissions. In 2020, DTC's revenue fleet (fixed-route and paratransit buses) and non-revenue fleet (support vehicles) accounted for nearly 97% of DTC's energy consumption, suggesting that initiatives that reduce utility consumption or fuel consumption offer the most effective way to cut GHG that began in 2016 emissions.

DTC's "50X30" target builds upon recent initiatives to invest in cleaner and zero emissions fleet. To reduce GHG emissions, it will continue the transition of paratransit fleet to propane gas – with a full transition expected by 2030. By that benchmark year, it also intends to transition 25% of the diesel-powered, fixed-route buses to zero-emissions (electric or hydrogen). Finally, DTC has set a realistic target of converting 20% of its light-duty support vehicles to battery-electric and propane by 2030.

2. Energy Use: energy consumption at facilities.

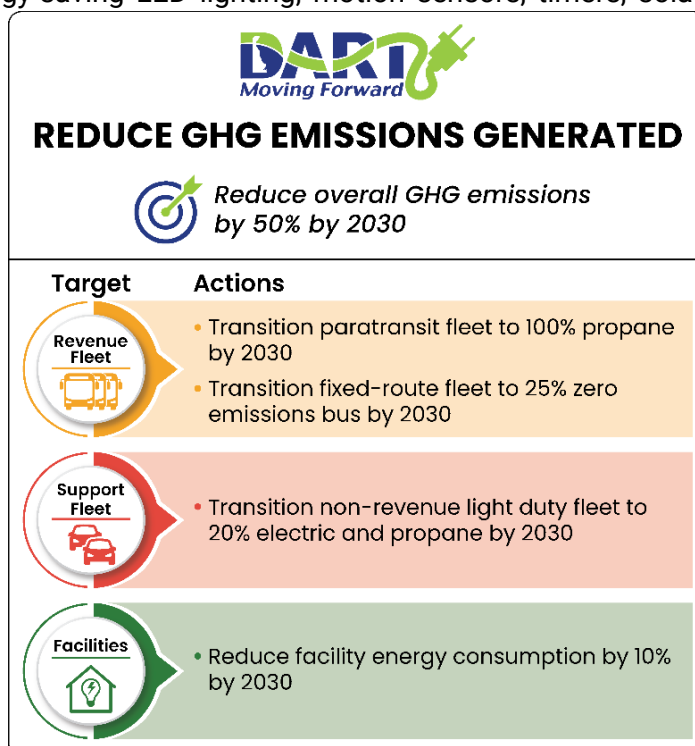
DTC uses energy for every aspect of its operations—from powering, washing, and maintaining buses to lighting, heating, and cooling facilities. Efficient energy use helps it to manage increasing energy costs and reduce GHG emissions from energy generation and use.

DTC is working to increase energy efficiency and decrease energy consumption by transitioning to lower carbon forms of energy and more energy-efficient ways to power and provide support for the fleet and facilities, including energy-saving LED lighting, motion sensors, timers, solar rooftop panels, waste generation, water reduction, recycling measures, and commuting incentives for employees to minimize energy use

DTC is confident it can meet, or exceed, its "50X30" GHG emissions reduction target.

If DTC meets this Climate Action Plan's objectives, the estimated annual gross GHG emissions will decline from the 2016 total of 92,217 metric tons of CO₂ equivalent to 39,182 metric tons of CO₂ equivalent in 2030 - **a 58% reduction in GHG emissions**, exceeding the 50% reduction goal.

DTC has established a monitoring program to annually review and assess actual performance results compared to target goals. As funding and regulations change, **DTC will update this plan regularly to continue advancing toward sustainable public transportation.**



6. TAM AND SGR POLICIES

6.1. DTC TRANSIT ASSET MANAGEMENT POLICY

Delaware Transit Corporation aspires to be a premier transportation organization providing the highest quality public transportation services to satisfy the needs of the customer and community. To effectively maintain and manage its capital assets in a SGR, DTC has established an overall approach to asset management that optimizes costs and funding. This plan complies with the FTA TAM Plan guidelines established in FTA's 2016 Final Rule and was included in DTC's initial 2018 TAM Plan.

DTC understands that the key to meeting the goals and objectives of maintaining a SGR is not a single action, but rather a collective approach that includes staff, technology, vision, and fiscal best practices. This approach provides the foundation for better management practices that will enhance service reliability and maintenance efficiency which will result in cost savings. In addition to established performance metrics the TAM Plan policy will provide structure and accountability for the Plan's implementation; all of which will be used to assess DTC's success. The policy applies the following actions:

1. Implement a strategic process that promotes a culture for supporting asset management in the process of acquiring, operating, preserving and replacing its transit assets in support of DTC's mission statement
2. Employ best practice principles that support the timely implementation of projects and programs to maintain assets in a SGR
3. Prioritize safety-critical assets to ensure they are maintained in a SGR
4. Utilize state-of-the-art technology and a data-driven set of activities to evaluate assets, and minimize costs and performance of DTC assets over their entire lifecycle
5. Set performance goals and continuously monitor progress in achieving those goals
6. Support cost-effective decision-making for asset preservation and acquisition for investment priorities in DelDOT's 6-year CTP

6.2. DTC STATE OF GOOD REPAIR POLICY

FTA requires that an agency's TAM Plan establishes SGR performance measures and targets for the overall condition of each asset class. An asset is in a SGR when the following objective standards have been achieved:

1. The asset operates at a high level of performance in its current condition
2. The asset can operate at its original equipment manufacturer design functions
3. The operation of the asset does not pose any known unacceptable potential safety risks
4. The asset does not deny accessibility

5. The assets life cycle investments have been met or recovered

As a Tier 1 provider, DTC will report on the SGR measures for each asset category as follows:

- Rolling Stock (Revenue Vehicles) – Percent of vehicles that have either met or exceeded their default FTA-defined ULB
- Equipment (Support Vehicles, Vehicle Equipment) – Percent of assets that have either met or exceeded their ULB
- Facilities (Buildings and Structures) - Percent of facilities rated below 3 on FTA's TERM rating scale



DTC has developed its SGR goals to account for the full life cycle of the asset: maintenance, preservation, rehabilitation, and replacement of all capital assets. This approach allows DTC to forecast the costs of maintaining and improving future capital assets at all stages of the life cycle. Currently, DTC will focus on NTD reporting requirements, but understands there are other key performance indicators for assessing the conditions of capital assets and measures for effectively monitoring operation efficiencies. DTC will evaluate the implementation of those measures for inclusion in future iterations of the TAM Plan.

DTC has been diligent in maintaining a program to prioritize procurement and replacement, so the actual percentage is well below the target. In future TAM Plan reporting of its SGR performance measures, DTC will prepare an annual condition assessment of all applicable assets based on the rating criteria.

In this 2022 updated TAM Plan, DTC will use FTA ULB measures for transit assets and rolling stock. Targets for revenue/non-revenue vehicles are expressed as a percentage of the assets that are at or the ULB. Targets for equipment are expressed as a percentage of the assets that are at or beyond the ULB. Facility targets are based on the overall condition score in terms of a percentage of facilities failing to meet the target score. Tables 9 and 10 below identify DTC's performance targets:

Table 10: DTC Asset Performance Targets – Rolling Stock

ASSET CLASS	ASSET USE	DTC ULB	FTA ULB	TARGET %	RATIONALE
Rolling Stock - Revenue Vehicles					
Commuter Rail Car (RP)	Rail	-	39	<10%	DTC's policy is to replace at end of ULB. Less than 10% is acceptable.
Over-the-Road Bus (BR)	Commuter	12	14	<10%	
40ft/30ft Buses (BU)	Fixed-route	12	14	<10%	
Cutaway Bus (CU)	Paratransit	10	10	<10%	
Equipment - Non-Revenue Vehicles					
Car (AO)	Support Services	8	8	N/A	Since DTC does not have direct capital responsibility FTA does not require performance targets
SUV (SV)	Support Services	8	8		
Truck	Support Services	14	14		
Van (VN)	Support Services	8	8		

Table 11: DTC Asset Performance Targets – Facilities

ASSET CLASS	CONDITION BENCHMARK	TARGET %	RATIONALE
Facilities	3.0	<20%	With DTC's Facility Preventative Maintenance plan goals, a 20% target is achievable

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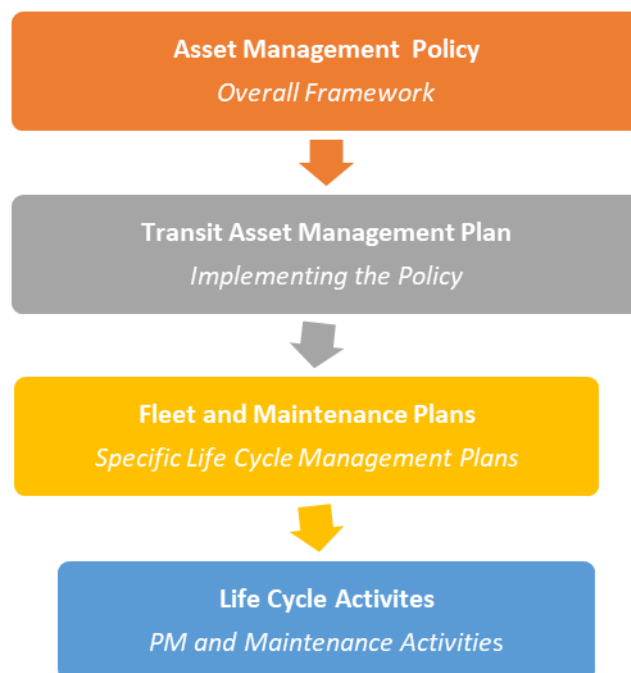
7. IMPLEMENTATION STRATEGY

DTC's TAM Plan implementation program incorporates asset management principles and practices that set the foundation for continued improvement and investment throughout the lifecycle of rolling stock, equipment, and facility assets. The implementation of a TAM Plan provides a strategic approach to managing the preservation of fleet and facilities to optimize the useful life and performance of these assets. The TAM Plan also serves to reduce safety risks and minimize the total cost of ownership. The strategy uses the objectives and performance targets set in the SGR performance goals in Section 6.2. The SGR performance targets are:

- Rolling Stock – Percentage of revenue vehicles that have either met or exceeded their useful life per FTA-defined ULB
- Equipment – Percentage of non-revenue and support equipment over \$50,000 that have either met or exceeded their useful life per FTA-defined ULB
- Facilities – The FTA TERM-scale rating of facilities

The implementation process will ensure assets are maintained in a SGR and enhance operations by providing safe, reliable service as shown in Figure 2 below.

Figure 2: DTC Implementation Strategy Framework



DTC has developed a framework for incorporating asset management procedures into its fleet and facilities maintenance plans. The maintenance plans are used as the base to support the activities included in implementation of the TAM Plan. Both the fleet and facility maintenance

plans provide direction on asset management, maintenance programs, and budgets. Key elements included in the current maintenance plans to be used in implementation of the TAM Plan include the following:

- Asset inventory and condition
- Tracking procedures
- Performance goals
- Preventative maintenance strategy
- Reporting procedures
- Staff training
- Maintenance program structure
- Capital Transportation Program budgets
- State of good repair needs
- Procure/Accept/Replace procedures

Asset lifecycle management is an ever-changing environment with advances in technology, and changes in regulation, funding availability, and asset management best practices. Therefore, the TAM Plan will be considered a “living document” to be reviewed and revised, as necessary, on an annual basis. The TAM Plan implementation approach will also be reviewed on an annual basis and revised as needed. Additional input will occur as part of the quarterly TAM Team meetings.



8. LIST OF KEY ANNUAL ACTIVITIES

The key annual activities that DTC will perform to support the TAM Plan and asset lifecycle management over the four-year TAM horizon period are described in Section 4, Decision Support Tools. DTC has detailed plans and schedules for asset maintenance and inspection. Listed in these plans and schedules cover facilities, vehicles, and equipment. Key annual activities include:

- Maintaining an accurate asset inventory with Fleet Focus and Cognos software programs
- Maintaining specified schedules for preventative maintenance activities and inspections. The inspections, repairs, and maintenance activities are documented in FleetFocus M5 and Cognos
- Monitoring of data records to evaluate the effectiveness of the plans and activities.
- Tracking results of performance measures compared to annual projections
- Unscheduled (reactive) maintenance is document and the root causes are identified and addressed to eliminate the likelihood of recurrence

The goal of this thorough preventative maintenance program is to be proactive, to maintain the agency vehicles and other assets in a SGR, minimizing unexpected repairs, and reducing overall maintenance costs.



The mission statement of the maintenance department is to meet service demand with safe, efficient, clean, and well-maintained buses every day, at every location. DTC's TAM Team will also provide oversight to ensure DTC staff is continuing to be engaged in the annual activities supporting DTC's asset lifecycle plan. Key members of the TAM Team will also meet quarterly to review and monitor activities to measure DTC's SGR performance goals status.

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9. IDENTIFICATION OF RESOURCES

The long-term health and effectiveness of an agency is dependent on its ability to manage its assets. To accomplish this the agency must identify the appropriate resources needed to effectively implement the TAM Plan. Establishing a structure for the implementation and ongoing management of the TAM Plan is critical to its overall success. DTC has established an organizational structure that brings together the appropriate personnel and provides effective technology to implement the TAM Plan.

As shown in Section 1.3 of this report, DTC has developed a TAM Team that includes personnel who are responsible for administrative, operational, and maintenance activities at the agency. These stakeholders are important to ensuring the consistent implementation of asset management practices agency-wide. As required by the FTA, DTC has identified an “Accountable Executive” who is responsible for the overall execution of the TAM Plan and SGR policies. DTC has appointed the Deputy Chief Operating Officer, Support Services to fill that role. This person will be supported by the TAM Team, composed of representatives of the following departments:

- Facilities and Capital Projects
- Maintenance
- Fleet and Contracts
- Operations
- Finance
- Risk Management

Implementation of the TAM Plan will require coordination between the various divisions, departments, and the staff who actually perform the TAM-related functions (tracking asset conditions, reviewing performance measures, and prioritizing investments). To provide technical support, the TAM Team will convene a “TAM Working Group” that will serve as an advisory resource to the TAM Team for setting standards, technical issues, performance and risk tracking, and prioritizing needs. The Accountable Executive will also designate a “TAM Liaison” who, under the direction of the Accountable Executive, will lead the day-to-day asset management responsibilities. The TAM Liaison will also be a resource for coordination with the TAM Working Group.

Investment prioritization of capital asset resources to maintain a SGR will be through the DelDOT 6-year CTP. The TAM Team will use the available resources of the investment prioritization process for the CTP as outlined in Section 5 of this report

DTC will continue to utilize FleetFocus M5 maintenance tracking and Cognos asset database development resource software for management of asset lifecycle activities and Primavera Unifier for investment prioritization. The ability to manage DTC’s assets efficiently depends on not just DTC staff, but external stakeholders as well. Elected officials, supporting MPO’s, and customers can be great resources. DTC would not exist if not for the customers, who rely on DTC to provide equipment and operators to get them to/from their destinations safely and efficiently.

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10. EVALUATION PLAN

This TAM Plan is a “living document” that will be reviewed on an annual basis, updated, and incorporated into DTC’s capital and budget planning and reporting processes. This 2022 TAM Plan, the TAM data shall serve as a baseline measure of asset performance management. As more data is collected, additional monitoring categories and goals will be included to support condition and reliability-based decision-making. This plan identifies DTC’s priorities for future improvements to its asset management program and assets with special focus on risk and life-cycle costs.

DTC’s TAM Policy (see Section 6.1) and this TAM Plan set goals, objectives, strategies, and performance measures for continually improving how DTC manages its assets. An annual review of progress and performance measures will be used to evaluate the need to revise the TAM Plan. As part this review process, DTC will identify areas for improvement, and if, appropriate, shape the refinement of the objectives, strategies, and implementation plan for future iterations of this TAM Plan. This annual review does not preclude a mid-year review of performance reporting and interim adjustments to TAM objectives. Key members of the TAM Team will also meet quarterly to review and monitor activities to measure DTC’s SGR performance goals status.

As stated in the DTC SGR Policy, DTC has developed its SGR goals to account for the full life cycle of the asset: maintenance, preservation, rehabilitation, and replacement of all capital assets. This approach allows DTC to forecast the costs of maintaining and improving future capital assets at all stages of the life cycle. Currently, DTC will focus on NTD reporting requirements, but understands there are other key performance indicators for assessing the conditions of capital assets and measures for effectively monitoring operation efficiencies. DTC will evaluate the implementation of those measures for inclusion in future iterations of the TAM Plan.

Executive management, (especially the Accountable Executive) will play a strong role in shaping objectives and performance targets in the TAM Plan. Revisions to the TAM Plan will be reviewed and approved by DTC Executive Management to ensure alignment with other strategic planning documents.

DTC will strive to promote better asset performance, reduce risk, and lower agency costs with each revision of the TAM Plan. This effort will support DTC in achieving its mission “to design and provide the highest quality public transportation services that satisfy the needs of the customer and community”.

