

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

TRANSIT ASSET MANAGEMENT PLAN



OCTOBER 2026

From the General Manager

The TAM Plan 2026 continues Metro's commitment to managing transit assets with the highest standards of safety, reliability, and stewardship. Building on prior plans developed in 2018 and 2022, this update reflects the agency's ongoing progress in modernizing physical assets, strengthening lifecycle management, and aligning capital investments with strategic goals.

Since 2022, Metro has translated the goals and priorities into measurable outcomes for the region. Major achievements include restoring the full 7000-series railcar fleet and returning to Automatic Train Operations after a 15-year pause, completing critical infrastructure investments such as the Yellow Line tunnel and bridge rehabilitation, and delivering long-awaited system expansions, including Phase 2 of the Silver Line to Dulles International Airport and Loudoun County and the new Potomac Yard station, strengthening reliability, access, and regional connectivity. Additionally, Metro has modernized safety, operations, and customer experience through major initiatives, including the launch of the Metro Integrated Command and Communications Center (MICC), upgraded fare gates that reduced rail fare evasion by 82 percent, and expanded use of systemwide cameras that helped drive crime to an all-time low. Metro also delivered a historic redesign of the bus network and made riding easier with Tap. Ride. Go., enabling contactless payments across the entire bus and rail system.

Developed through a coordinated effort across engineering, operations, maintenance, capital planning, and budgeting functions, the TAM Plan 2026 fulfills all requirements of the Federal Transit Administration's (FTA) MAP-21 Transit Asset Management Final Rule. It also advances Metro's long-term vision: the region's trusted way to move more people safely and efficiently. This plan updates Metro's Asset Management Policy, establishes asset management objectives that support the agency's strategic direction, and defines initiatives to further mature asset management capabilities.

Metro will continuously focus on:

- Improving asset information quality by enhancing data accuracy, integration, and accessibility.
- Standardizing condition and performance assessments, enabling more consistent and transparent reporting.

- Advancing lifecycle management practices to strengthen planning, prioritization, and decision-making.
- Implementing a safety critical items framework to identify, assess, monitor, and report safety critical assets and components, enhancing asset safety, reliability and operational resilience.
- Expanding communication and training to increase organization wide awareness of asset management principles.
- Enhancing capital program development through more reliable, actionable asset data.

Collectively, these initiatives reinforce Metro's commitment to delivering safe, dependable service by ensuring assets are maintained proactively and replaced responsibly. The TAM Plan 2026 provides a structured path forward for aligning resources, technology, and expertise to support Metro's mission and long-term financial sustainability.

As the Accountable Executive, I approve and endorse this Transit Asset Management Plan, which represents Metro's continued dedication to strengthening asset management practices and improving outcomes for the region's riders, employees, and communities we serve.

Approval: `



I, Randy Clarke, WMATA General Manager, and Chief Executive Officer, do fully authorize and endorse WMATA's Transit Asset Management Plan, dated October 1, 2026.

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Acronyms and Abbreviations

ADA	Americans with Disabilities Act
AIM	Asset Inventory Module of the National Transit Database
AM	Asset Management (generally)
AMLPL	Asset Management Lifecycle Plans
APTA	American Public Transportation Association
ASP	Agency Safety Plan
CAPD	Capital Delivery Office
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CFR	Code of Federal Regulation
CIP	Capital Improvement Program
CMMS	Computerized Maintenance Management System
CNI	Capital Needs Inventory
CNG	Compressed Natural Gas
CNF	Capital Needs Forecast
COO	Chief Operating Officer
CY	Calendar Year
DM	Digital Modernization
DGM	Deputy General Manager
EASI	Enterprise Asset Systems Improvement Initiatives
EAM	Enterprise Asset Management
ELES	Office of Elevators and Escalators
EVP	Executive Vice President
EOC	Executive Oversight Committee
EPA	Environmental Protection Agency
FAST	Fixing America's Surface Transportation Act, 2015

FCA	Facility Condition Assessment
FTA	Federal Transit Administration
FACI	Facilities Office
FY	Fiscal Year
GM	General Manager
ISO	International Organization for Standardization
KFA	Key Focus Areas (for asset management practice)
LAND	Real Estate and Parking Office
LOS	Level of Service
MAP-21	Moving Ahead for Progress in the 21st Century
MARC	Management Audits Risk and Compliance Office
MPLN	Maintenance Planning and Scheduling
MPO	Metropolitan Planning Organization
MWCOG	Metropolitan Washington Council of Governments
NTD	National Transit Database
NTSB	National Transportation Safety Board
OSHA	Occupational Safety and Health Administration
PA	Public Address
RCM	Reliability Centered Maintenance Training
RCMP	Reliability Centered Maintenance Planning Office
REAM	Reliability Engineering Asset Management Office
REPA	Reliability Engineering and Performance Analysis Office
RMM	Roadway Maintenance Machines
SAFE	Department of Safety
SCM	Supply Chain Management Office
SET	Senior Executive Team
SGR	State of Good Repair

SLPH2	Silver Line Phase 2
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SPDR	Speed Restrictions
SPPM	Strategy, Planning and Program Management Office
TACA	Transit Asset and Condition Assessment
TAM	Transit Asset Management
TAMO	Transit Asset Management Office
TERM	FTA's Transit Economic Requirements Model
TERM Lite	Local/State Version of TERM
TPB	Transportation Planning Board of MWCOG
TRB	Transportation Research Board
ULB	Useful Life Benchmark
WMATA	Washington Metropolitan Area Transit Authority, also referred to as "Metro" or "the agency."
WMSC	Washington Metro Rail Safety Commission

Executive Summary

The Washington Metropolitan Area Transit Authority (Metro) is the nation's second-largest heavy rail system and sixth largest bus system, serving the District of Columbia, Maryland, and Virginia. Metro supports the region's economy through a workforce of more than 13,000 employees and a transit network that provides access to over half of the region's businesses and more than 70% of its jobs within a half-mile of a Metro rail station or bus stop.

Metro remains committed to being the safest, most reliable, most efficient, and most sustainable way to travel in the region providing affordable, high-quality service that represents an essential public investment, drives economic growth, and strengthens our community. And while we are honored to be recognized by our peers as the 2025 American Public Transportation Association Transit Agency of the Year for our commitment to safety and ridership turnaround, even still, we know our work is far from finished. Our goal is nothing short of becoming a world-class transit system that delivers exceptional service for every customer, every day. Achieving that goal requires more than day-to-day operations. It requires a long-term commitment to managing and maintaining the infrastructure, vehicles, facilities, and systems that support safe and reliable service.

Over the past several years, Metro has taken major steps to strengthen how we manage these critical assets. Since publishing our first Transit Asset Management (TAM) Plan in 2018, we've expanded our asset inventory, improved data quality, and invested in projects that enhance safety, reduce delays, and improve customer experience across Metro Rail, Metro Bus, and Metro Access. These efforts are reducing the State of Good Repair backlog and supporting more dependable service.

The 2026 TAM Plan builds on this foundation. It reflects our progress and reaffirms our commitment to continuous improvement. The plan outlines how Metro will use strong asset management practices guided by federal requirements and industry best practice to prioritize investments, manage risk, and make smarter decisions throughout each asset's lifecycle.

Most importantly, this plan represents our ongoing commitment to our customers, employees, and regional partners. By strengthening the way, we manage our assets today, we're building a safer, more reliable Metro for the future.

ES.1 2022 TAM Plan Progress

Since 2022, Metro has made progress in strengthening asset management practices and improving the condition and reliability of its transit system. Metro's 2022 TAM Plan set forth specific actions and key outcomes, six of which Metro has realized and three which are still undergoing improvements.

Table ES-1: 2022 TAM Plan Desired Outcomes

TAM Plan 2022 Outcomes	Status Update
Improve the coordinated use of asset management-related software applications	✓ - Completed
Support opportunities for more consistent internal communications	✓ - Completed
Improve opportunities for consistent and connected business processes for all asset management practices	🔄 - Ongoing
Improve the connection between the materials procurement process and the materials needed	🔄 - Ongoing
Improve opportunities for consistent use of the EAM system for maintenance management and other asset management activities	🔄 - Ongoing
Develop strategic asset management lifecycle plans for all critical asset classes and improve maintenance practices and replacement/renewal cycles	✓ - Completed
Develop, support, and reinforce an asset management culture of continuous improvement	✓ - Completed

TAM Plan 2022 Outcomes	Status Update
Provide accountability and visibility for further understanding of asset management practices	✓ - Completed
Support planning, budgeting, and communications with internal and external stakeholders	✓ - Completed

ES.2 Required Transit Asset Management Plan Elements

The Fixing America's Surface Transportation (FAST) Act requires that recipients and sub-recipients of federal financial assistance develop TAM plans. Transit providers may be required to either develop their own TAM plan or participate in a Group TAM plan, depending on whether they are Tier I or Tier II organizations.

Under the definition of US 49 CFR Part 625, Metro is considered a Tier 1 transit provider, so the TAM plan addresses all nine essential elements. Table ES-2 lists and describes these elements with cross-references to where each FTA element is addressed in Metro's TAM plan.

Table ES-2. Relationship between This Document and FTA TAM Requirements

TAM Plan Elements		Description	Metro TAM Plan Section
1	Asset Inventory	A register of capital assets and information about those assets	Section 3
2	Transit Asset Conditions Assessment	A rating of the assets' physical state; to be completed for assets for which an agency has direct capital responsibility; should be at a level of detail sufficient to monitor and predict the performance of inventoried assets	Section 3

TAM Plan Elements		Description	Metro TAM Plan Section
3	Decision Support Tools	Analytic processes or tools that (a) assist in capital asset investment prioritization and/or (b) estimate capital needs over time	Section 4
4	Prioritization	A prioritized list of projects or programs to manage or improve the SGR of capital assets	Section 4
5	TAM and SGR Policy	Executive-level direction regarding expectations for transit asset management; a TAM strategy consists of the actions that support the implementation of the TAM policy	Section 2
6	Implementation Plan	A series of action steps for an agency to take to obtain and maintain an SGR. Addresses not only capital projects but also process and program capability improvements	Section 6
7	List of Annual Activities	The actions needed to implement a TAM plan for each year of the plan's horizon	Section 6
8	Resources	A summary or list of the resources that a provider needs to develop and carry out the TAM plan	Section 6
9	Monitoring, Evaluation, and Updates	An outline of how a provider will monitor, update, and evaluate, as needed, its TAM plan and related business practices, to ensure continuous improvement	Section 7

Sources: 49 CFR 625.25 Parts C and D

Summary of Metro's TAM Plan Recommendations and Implementation Program

Metro's TAM plan summarizes and outlines how people, processes, and tools come together to support the Authority's asset management effort. It provides information about near-term tactical actions and longer-term strategic initiatives that Metro will execute. These will provide actions on and visibility for integrating asset management into decision-making and other practices regarding maintenance, capital reinvestment, lifecycle cost management, and resilience. Additionally, it provides helpful information on how Metro will integrate and communicate asset management activities across and beyond the organization.

Metro's TAM plan includes an implementation program noting the actions needed to seize high-priority opportunities and elevate ongoing asset management practices. The resulting list of activities summarized in Chapter 5 represents our commitment to improving asset management during the four-year horizon of this plan.

ES.3 2026 TAM Plan Objectives

- Bring together the people, processes, and tools needed to manage Metro's assets consistently and effectively.
- Clearly define roles, responsibilities, and governance so everyone understands their part in supporting asset management.
- Share the key principles and current practices that guide how Metro maintains and invests in its assets.
- Ensure Metro meets all federal Transit Asset Management (TAM) requirements.
- Provide a central, organized source for asset information, policies, and decision-making processes.
- Improve coordination and use of asset management systems and software across the organization.
- Strengthen communication and collaboration among teams involved in maintenance, planning, and capital projects.
- Standardize and connect business processes to support effective asset management practices.
- Expand consistent use of the Enterprise Asset Management (EAM) system to support maintenance and lifecycle activities.

- Develop clear lifecycle plans for major asset classes to improve maintenance and replacement schedules.
- Emphasize a culture of continuous improvement, transparency, and accountability in asset management.

METRO *AT A GLANCE*



2nd *BUSIEST RAIL
TRANSIT SYSTEM*

6th *BUSIEST BUS NETWORK
IN THE U.S.*

***CAPITAL
BUDGET***

\$2.1B

1,200

ACTIVE FLEET



METRORAIL

1,300

ACTIVE FLEET



METROBUS

700+

ACTIVE FLEET



METROACCESS

130 MILES OF RAIL

19

MILES



AERIAL

60

MILES



SURFACE

51

MILES



SUBWAY

40

STATIONS



DC

26

STATIONS



MD

32

STATIONS



VA

98 RAIL STATIONS

1. Introduction

As the primary transit service provider for the National Capital Region, the Washington Metropolitan Area Transit Authority (Metro) operates a complex transit system of rail, bus, and paratransit. Across a multi-jurisdictional service area of approximately 2,054 square miles, Metro serves a population of more than four million people across Washington, D.C., Maryland, and Virginia. The jurisdictions within the Transit Zone are depicted in Figure 1-1. In 2025, the American Public Transportation Association (APTA) named Metro Transit Agency of the Year in recognition of industry-leading ridership growth, record high customer satisfaction, a newly redesigned bus network, expanded rail service, and improved customer experience.



Figure 1-1. Metro Compact Transit Zone

Our system delivers around a half-million passenger trips each weekday, with an approximate 56/44 ratio between rail and bus, respectively. The paratransit service provides another 4,500-weekday trip. Metro owns, operates, and maintains millions of physical assets to support the safe, reliable, and efficient delivery of transit services.

To provide the region with safe, reliable, equitable, and cost-effective transportation, Metro allocates resources to maintenance and reinvestments in rehabilitation and replacements of assets. Simultaneously, Metro responds to changes in safety and other regulatory requirements, technology, and support of near-term system enhancements.

1.1 Brief History of Metro

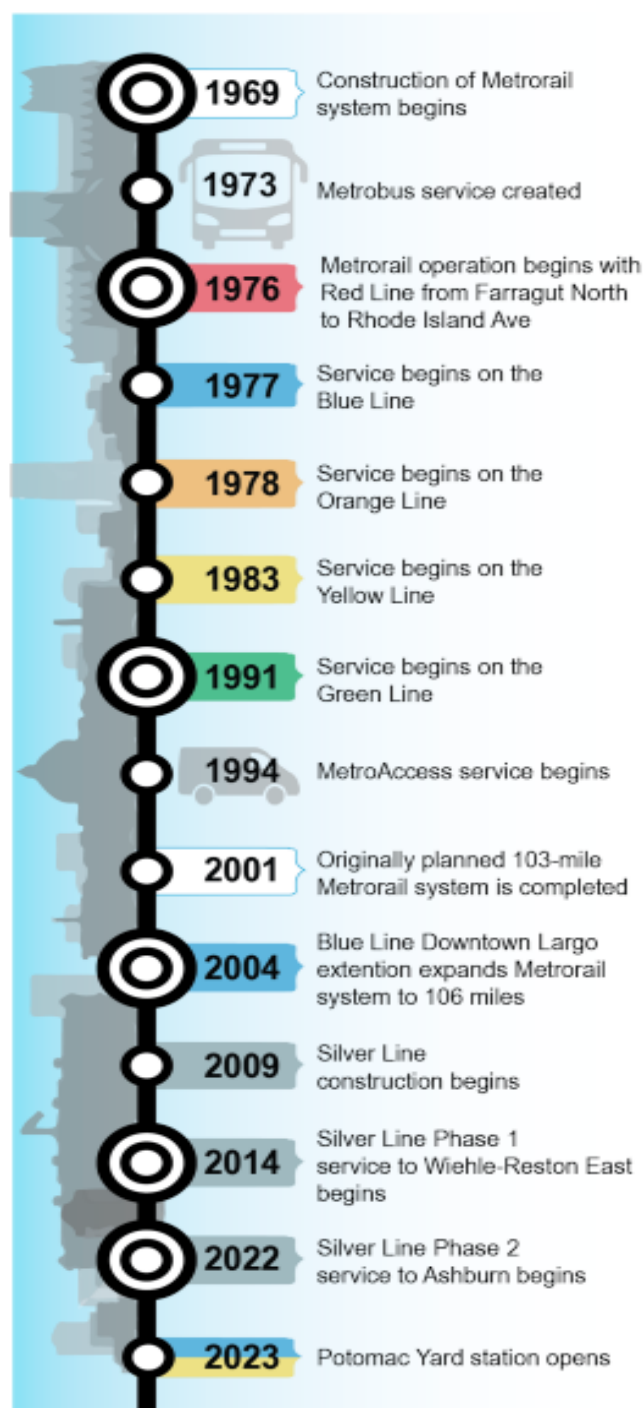
The Washington Metropolitan Area Transit Authority (WMATA) was created in 1967 through an interstate compact between Washington, D.C., Maryland, and Virginia. Construction of the Metro Rail system began in 1969, and the first phase of Metro Rail operation began in 1976.

In 1994, as mandated by the Americans with Disabilities Act (ADA), Metro began providing Metro Access paratransit service for people with disabilities who are unable to use the fixed route transit service.

Metro completed the originally planned 103-mile Metro Rail system in 2001.

In 2004, Metro expanded the rail system, opening the Blue Line extension to Largo Town Center station (now Downtown Largo), as well as the NoMa-Gallaudet U station on the Red Line. These expansions increased the Metro Rail system to 86 stations and 106 miles. The Silver Line Phase 1 was opened in 2014 with 11.6 miles and five new stations, extending service to Tysons Corner and Reston.

The Silver Line Phase 2 opened on November 15, 2022, with an additional 11.4 miles and six new stations, providing service to Dulles International Airport and Loudoun County. In addition, Metro opened the new Potomac Yard infill station on the Blue and Yellow lines in Alexandria, Virginia in 2023.



1.2 Metro's Area of Influence

Today, Metro's service network includes jurisdictions and neighborhoods within the District of Columbia; Montgomery and Prince George's counties in Maryland; and Arlington, Fairfax and Loudoun counties, and the independent cities of Alexandria, Fairfax and Falls Church in Virginia. Metro Rail has the capability of moving customers across 130 miles of railway and 98 distinct stations that connect passengers to key transportation hubs such as Metro Bus, Amtrak, Maryland Area Rail Commuter (MARC), and the Virginia Railway Express (VRE) as shown in Figure 1-2. Metro Bus currently operates 125 routes across its service area's streets and highways. Metro Access supports the independence and mobility of individuals whose disability prevents the use of Metro Bus and Metro Rail services.

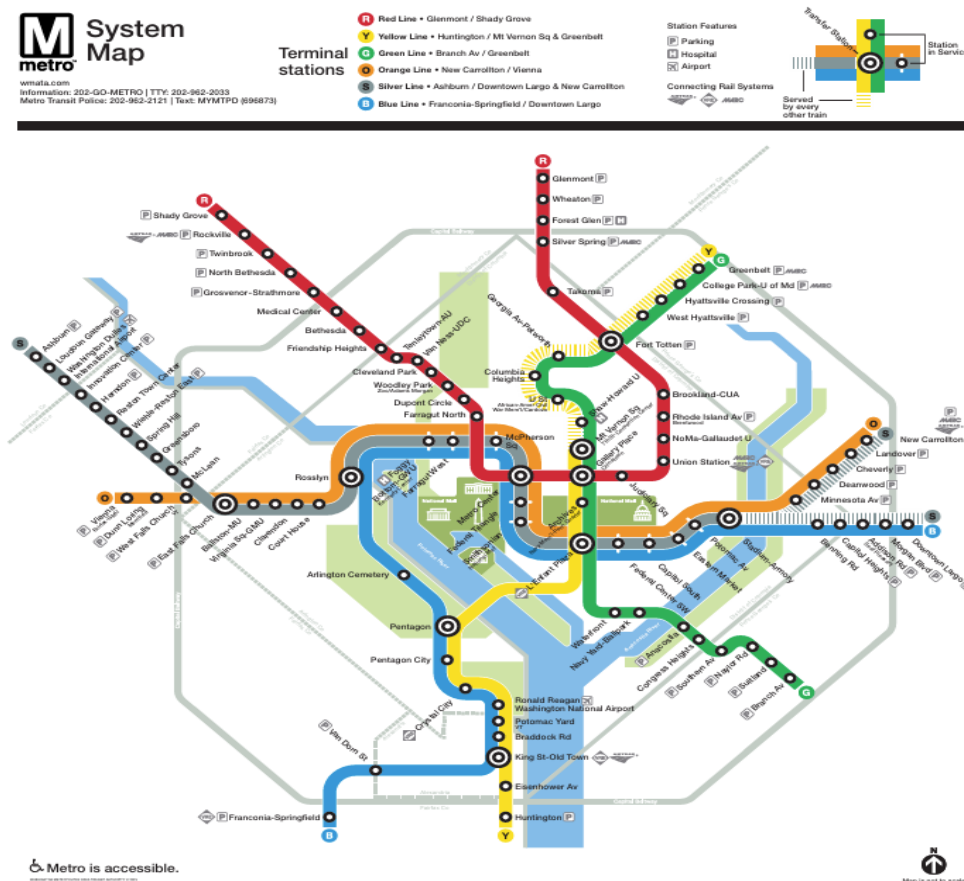


Figure 1-2. Metro Rail Network

Metro Rail ridership has demonstrated strong year-over-year gains in recent years. More than half of Metro stations serve federal facilities and approximately one-third of Metro Rail's peak period commuters are federal employees. Metro moves more than three times the number of people each year as the region's three major airports combined. Total Ridership is projected to increase to 281.1 million trips in FY2027, with 54.6 percent of trips on Metro Rail, 44.3 percent on Metro Bus and the remainder on Metro Access.

The TAM Plan covers the physical assets owned, managed, and/or contracted by Metro and used to provide public transportation services, including rolling stock (Metro Rail, Metro Bus and Metro Access), infrastructure, facilities, and service equipment. This TAM plan describes the current state of Asset Management at Metro. It makes recommendations for improvements to allow us to continue providing safe, reliable, and high-quality service to the National Capital Region.

1.2.1 Metro Rail

Metro Rail, Metro's heavy rail system, delivers approximately 462,000 passenger trips per weekday in FY2026; our FY2027 Budget anticipates that Metro will provide more than 153.4 million passenger trips this fiscal year. Metro owns and operates six color-coded rail lines: Red, Orange, Silver, Blue, Yellow, and Green. Metro Rail



consists of approximately 130 route miles and 98 passenger stations. Metro has nine major rail yards to provide maintenance, inspection and support for the railcars , including 3000, 6000 and 7000-series railcars in revenue operation. In FY2025, Metro decommissioned the 2000-series railcar fleet.

Metro's rail assets include infrastructure supporting Automatic Train Operation (ATO) and a fleet of rail vehicles consisting of multiple railcar series. Since 2022, the 2000-Series railcars have been retired from service, and the 8000-Series railcars have progressed through design and procurement phases. with deliveries expected to begin in FY2028. These activities are associated with management, replacement, and modernization of rail fleet assets over their lifecycle.

Metro's rail network consists of approximately 260 miles of revenue track across six Metro Rail lines In addition to revenue track, Metro maintains approximately 80 miles of non-revenue track, which includes yard leads, storage tracks, test tracks, and pocket tracks used to support operations, maintenance, and fleet deployment.

Metro Rail has three types of guideways: underground, at-grade (surface), and elevated. Table 1-1 summarizes the system's three types of structures, including the current revenue operation guideway. The asset inventory section of this document provides a more detailed listing of other infrastructure systems (e.g., signals, power, and communications systems) that support this mode of transportation.

Table 1-1. Metro Rail Fixed Infrastructure

Types of Structures	Route miles	Stations
Underground	50.5	47
At-grade	60.25	44
Elevated	19.25	7

Due to the large depth of many of our tunnels and the need to support the provision of Americans with Disabilities Act (ADA)-compliant services, Metro also operates more than 900 vertical transportation assets, which provide accessibility for people with disabilities, seniors, customers with strollers, travelers carrying luggage and other riders.

1.2.2 Metro Bus

Metro Bus delivers approximately 364,000 passenger trips per weekday in FY2026 and is expected to provide 124.4 million passenger trips in FY2027. The bus system has a fleet of 1,346 buses including standard 40 foot and Articulated 60 foot. All buses are equipped to accommodate riders with disabilities, and bike racks are available for use on all buses. To maintain these vehicles, Metro Bus operates ten bus garages.

In addition, while Metro does not maintain streets or individual bus stops, the agency owns and maintains several bus passenger facilities, such as bus shelters and other amenities at the Pentagon Metro Rail station.

Since 2022, Metro Bus service has undergone several operational and system changes. In 2025, Metro implemented the Better Bus Network, the first comprehensive redesign of the regional bus network in more than 50 years. The redesign included modifications to routes, schedules, service frequencies, stop locations, and route naming conventions. During the same period, Metro deployed



TAP.Ride.Go across Metro Bus and Metro Rail as an additional fare payment platform. These changes affect the transit service network and support operational systems used to deliver bus and rail service.

1.2.3 Metro Access

Metro Access provides shared-ride, door-to-door service for people with disabilities, for whom using Metro Rail or Metro Bus may not be an option. Metro Access serves locations within Metro's Compact area with a fare structure based on comparisons to the fastest comparable fixed-route transit service.



Metro Access operates during the same hours as fixed-route transit with a fleet of approximately 700 vehicles (FY2027) consisting of Sedans, Vans and minivans.

In FY2027, Metro Access is projected to provide 3.0 million trips, including 1.7 million trips on Abilities Ride which are delivered through alternative transportation providers such as taxis and rideshare services. Metro Access service is provided by contractors that operate the vehicles, manage the operations control center, and fulfill the quality assurance functions of the system, including vehicle maintenance.

1.3 What is Transit Asset Management?

Asset Management is a set of practices, policies, and procedures that ensure that Metro achieves maximum value from our assets for our customers. While this description can be applied to asset management in any industry, the Federal Transit Administration (FTA) specifically defines transit asset management (TAM) as:

“[T]he strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their lifecycles to provide safe, cost-effective, and reliable public transportation. TAM uses transit asset condition to guide how to manage capital assets and prioritize funding to improve or maintain a state of good repair.”¹

According to the FTA, “asset” refers to physical equipment and infrastructure, including rolling stock, right-of-way, passenger stations and surface parking, facilities (e.g., administrative and operations maintenance buildings and parking structures), systems, tools, etc., that make up a transit system.

1.4 Purpose

The Transit Asset Management (TAM) Plan helps Metro deliver safe, reliable, and cost-effective transit service by improving how physical assets are tracked, maintained, and renewed over their lifecycle. The plan supports Metro’s efforts to keep the system in a State of Good Repair and provides a consistent, federally compliant framework for managing assets in alignment with the Federal Transit Administration’s TAM Final Rule (49 CFR 625).

Through the TAM Plan, Metro clarifies expectations for asset stewardship, and provides transparency about the challenges, risks, and reinvestment needs facing the regional transit system. The plan also outlines the actions Metro will take to optimize resources, reduce lifecycle costs, improve customer experience, and enhance communication around asset performance and long-term capital needs.

¹ <https://www.transit.dot.gov/TAM/gettingstarted/htmlFAQs>

1.5 Benefits of Transit Asset Management

Transit Asset Management helps Metro make better, more informed decisions about how to maintain, operate, and reinvest in the transit system. The benefits of Asset Management activities described in this plan are listed in Figure 1-4.

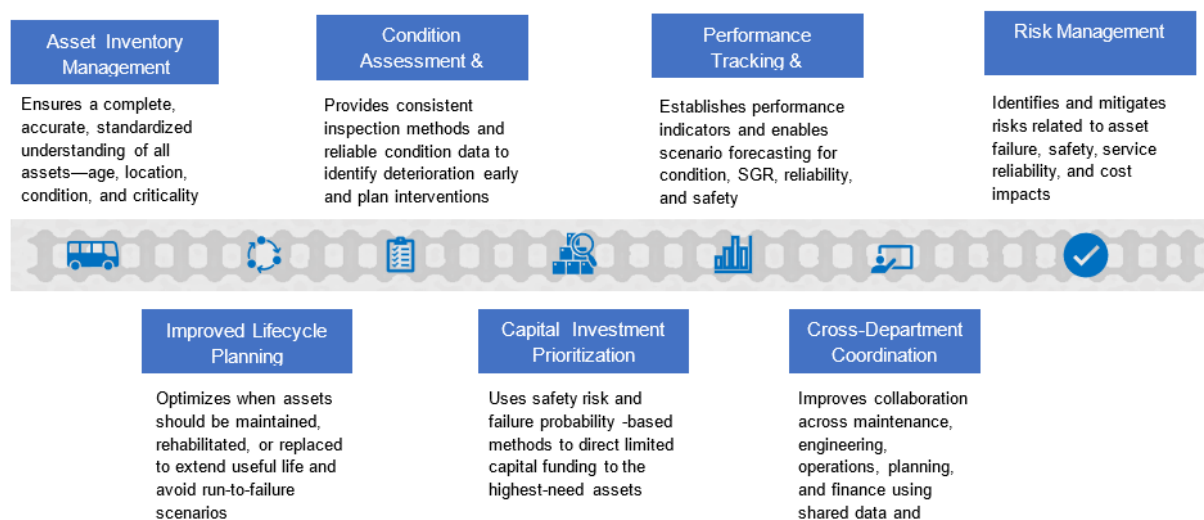


Figure 1.3: Benefits of TAM

1.6 Asset Management Background at Metro

Since 2011, Metro has steadily advanced its asset management capabilities, beginning improvements even before the release of the FTA's TAM Final Rule. Early efforts focused on strengthening business processes and establishing an agencywide Asset Management Strategy, formally approved in 2013. This strategy provided the foundation for coordinated lifecycle practices and guided development of Metro's first TAM Plan.

Over the past decade, Metro has completed four asset management maturity assessments to measure progress and identify improvement needs. During this time, new federal and industry guidance further refined best practices and increased expectations for data quality, lifecycle analysis, and performance-based decision-making. These documents, summarized in Table 1-2, have helped shape Metro's

continued alignment with the latest TAM standards and supported ongoing improvements reflected in the 2026 TAM Plan Update.

Table 1-2. Selected Documents Related to Asset Management Practice at Metro

Document Update Year(s)	Title / Description
2011, 2013, 2018, 2022	Asset Management Maturity Assessment conducted for each respective year to evaluate institutional asset management capabilities and progress
2016	Capital Needs Inventory (CNI) and Capital Prioritization Methodology covering Calendar Years (CY) 2017–2026
2018, 2022	Transit Asset Management (TAM) Plan compliant with FTA TAM regulations
2019, 2023 and 2025	WMATA Strategic Plans and WMATA Strategic Transformation Plan outlining long-term organizational and operational improvement Initiatives
2019	10-Year Capital Needs Forecast (CNF), Fiscal Years (FY) 2019–2028
2026	FY2026–FY2035 State of Good Repair (SGR) Needs Outlook

1.7 Period covered by TAM Plan

The TAM plan is a living document that provides a strategy to continually improve business processes and the activities and tools necessary to enable us to manage our assets effectively and sustainably. While this TAM plan covers four years after its release date, as stipulated by the TAM Rule, it may be updated at any time during the four years, based on the process detailed in Section 6. The FTA suggests that the document be amended if there is a substantial change to the asset inventory or the condition of assets or if there is a significant modification to investment prioritization processes.

2. Transit Asset Management Policy

As indicated in this section, Metro's TAM policy is the high-level document that defines the key principles underpinning the TAM plan. It states the principles and mandated requirements derived from, and consistent with, the organizational strategic plan, as expressed by our leadership. It guides the provision of the framework, the development of the asset management strategy, and the setting of goals and objectives (including achieving and maintaining SGR) and defines and assigns the roles and responsibilities for meeting those objectives.

2.1 Asset Management Policy Key Principles

Metro's 2026 Transit Asset Management (TAM) is established in a set of principles that guide how the organization manages physical assets to support our strategic goals of Service Excellence, Talented Teams, and Financial and Organizational Efficiency. These principles establish the foundation for how Metro maintains a safe, reliable, and resilient transit system while optimizing resources and strengthening internal capabilities.

The plan established the following Asset Management Principles, as listed below, which align with our strategic goals/principles:

Table 2-1. Alignment of Asset Management Policy Key Principles with Metro's Strategic Goals

Asset Management Policy Key Principle	Service Excellence	Talented Teams	Financial and Organizational Efficiency
1. Maintain assets in a State of Good Repair to ensure a safe, reliable, and resilient system	✓ Supports safe and reliable service delivery	✓ Ensure the safety of workplace and work equipment	✓ Reduces failures, emergency repairs, and inefficiencies
2. Develop and implement integrated policies, plans, and procedures for	✓ Improves service consistency and customer outcomes	✓ Clarifies roles, expectations, and accountability	✓ Enhances organizational alignment and cost-effective lifecycle

cost-effective asset operations and maintenance			
3. Use data-driven tools to support asset management decisions across departments	✓ Improves reliability through informed decisions	✓ Builds workforce capability in analytics and asset systems	✓ Strengthens prioritization and efficient resource use
4. Base asset decisions on lifecycle costs, benefits, performance, and risk	✓ Minimizes service disruptions and asset failures	—	✓ Ensures long-term financial sustainability
5. Conduct regular, standardized asset condition assessments and maintain comprehensive inventories	✓ Enables proactive maintenance and improved service quality	—	✓ Improves budgeting accuracy and capital planning efficiency
6. Promote asset management best practices across the organization	✓ Encourages consistent service delivery	✓ Strengthens skills, collaboration, and asset culture	✓ Reduces duplication and improves organizational effectiveness
7. Ensure compliance with Federal TAM requirements (49 CFR 625)	✓ Supports safety and reliability standards	—	✓ Protects federal funding and ensures accountability

2.1.1 Roles and Responsibilities

Metro's Asset Management policy aims to build lifecycle asset planning. This requires balancing costs, opportunities, and risks against the performance of the asset. The Asset Management activities must be coordinated and communicated across multiple departments and functional boundaries, as depicted in Figure 2.1.

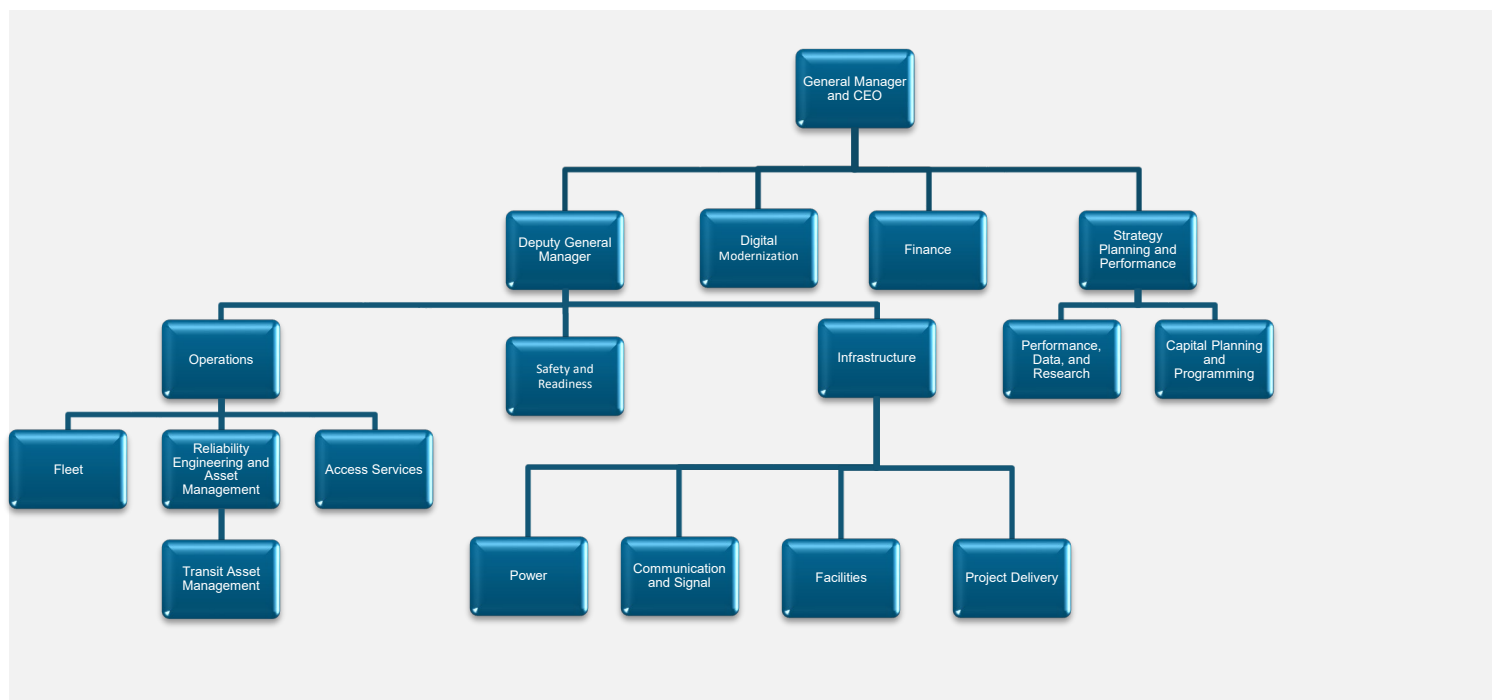


Figure 2.1: Coordinated Asset Management at Metro

Asset management is inherently cross-functional and works together with all Metro departments. It requires an integrated and coordinated effort to succeed. This TAM policy defines asset management roles and responsibilities across the organization to provide direction and support in the development and delivery of the asset management program as follows:

- **Accountable Executive** – Per the 49 CFR 625, Metro's Accountable Executive, the General Manager and Chief Executive Officer, has ultimate responsibility for carrying out the TAM plan and its related activities.
- The **Deputy General Manager** (DGM) presides over the offices of Operations, Safety and Readiness, and Infrastructure. Each of these offices have cross-cutting responsibilities in asset management. Both Operations and Infrastructure have maintenance, engineering, planning, and asset

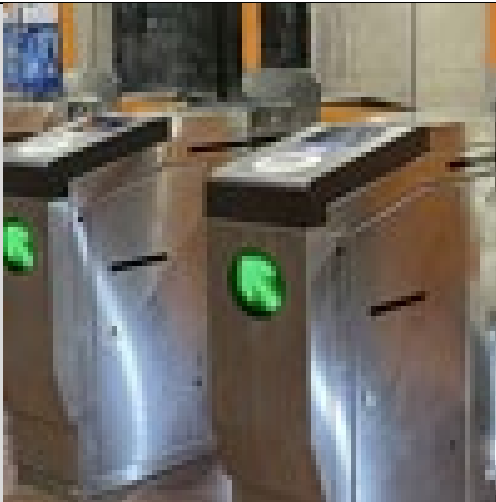
replacement and rehabilitation functions. Additionally, within Operations is Metro's Office of Reliability Engineering and Asset Management, which is responsible for cross-organization strategy, policies, procedures, analysis, maintenance work planning, and reporting on asset management. The Safety and Readiness Office manage Metro's Agency Safety Plan and Safety Management System; they are integral to identifying and mitigating asset risks.

- The Office of **Strategy, Planning and Performance** comprises the offices of Service Planning and Scheduling, Strategy and Policy, Capital Planning and Programming, Performance, Data, and Research, and Real Estate and Development. These offices use the asset information generated by the DGMO to inform strategy development and planning and to report on Metro's performance indicators. The office of Capital Planning and Programming manages Metro's capital asset decision support tool that informs Capital Planning.
- The Office of **Finance** comprises the offices of Accounting, Treasury, Management and Budget, and Procurement and Materials. Finance manages operating budgets, revenue, procurement, and grants which are all a part of asset acquisition, depreciation, insurance, and reporting.
- The Office of **Digital Modernization (DM)** comprises the offices of Cybersecurity, Enterprise Applications, Enterprise Architecture, Operational Technology, and Service Delivery and Operations. DM supports all operating components of Metro by providing technology solutions, this includes Metro's Enterprise Asset Management Software as well as other technology solutions that collect or analyze asset data.

Metro System Asset Overview



Passenger Stations



Fare Gates



Maintenance Facilities



Elevators and Escalators



Track



Bridges



Signals



Electrical



Telecommunications

3. Asset Inventory and Conditions

This section documents Metro's transit assets, including the asset types used to provide and support transit service, their quantities, and their condition. The asset inventory and condition data presented in the 2026 TAM Plan represents the most comprehensive and integrated snapshot of Metro's assets to date, reflecting continued improvements in data governance, system integration, and validation processes.

Metro recognizes that asset inventory and condition data continue to change and evolve as systems are modernized and data quality initiatives advance. Ongoing and planned data improvement efforts are documented in the Implementation Plan (Section 5) and are expected to further enhance the accuracy, completeness, and reliability of asset records over time. As these efforts progress, future updates to the asset inventory and condition assessments may result in changes to reported quantities, conditions, and performance outcomes.

3.1 Metro's Asset Overview

The asset inventory summarized in this section consolidates and builds upon prior planning efforts, including detailed asset listings presented in Appendix 4- Table 4 of the publicly available FY2026-FY2035 State of Good Repair Needs Outlook. The 2026 TAM update expands upon this foundation by incorporating updated asset quantities, unit measures, and system-of-record alignment to support lifecycle analysis and SGR need. The FY2026-FY2035 State of Good Repair Needs Outlook can be found on Metro's website on the Public Records page at [FY2026-FY2035 State of Good Repair Needs Outlook January 2025](#)

3.1.1 Overview of Metro's Major Assets

As one of the nation's largest public transit operators, Metro manages an extensive and diverse asset portfolio across multiple modes. Metro is recognized as:

- The **second-largest heavy rail operator** in the United States based on track miles, particularly subway and grade-separated alignment length*.
- The **third-largest heavy rail operator** based on railcar fleet size, number of stations, and number of rail maintenance facilities;
- The **fourth-largest bus operator** based on fleet size and number of bus maintenance facilities; and

- The **fifth-largest paratransit operator** based on fleet size.

**Comparative system size rankings are based on data reported to the Federal Transit Administration's National Transit Database (NTD), including Heavy Rail Fixed Guideway, Bus, and Demand Response (Paratransit) modal data. Rankings reflect comparisons among U.S. transit agencies using measures such as route miles and grade-separated alignment length for heavy rail; fleet size, number of stations, and number of maintenance facilities for rail and bus modes; and fleet size for paratransit services. Rankings are derived from the most recent available NTD reporting year (FY2024 submissions), recognizing that final NTD data are subject to FTA validation and publication. Statements are intended to reflect relative system scale and are presented in accordance with FTA*

The asset inventory summarized in **Table 3-1** reflects Metro's assets as captured in authoritative systems of record and validated through coordination with asset owners during the most recent comprehensive review cycle. Metro reviews and updates its asset inventory on an ongoing basis to ensure alignment with current operating conditions, capital investments, and asset management practices. Consistent with FTA guidance, this TAM Plan will be amended if there is a substantial change to the asset inventory, a material changes in asset condition, or a significant modification to investment prioritization methodologies.

Table 3-1. Metro's Key Asset Inventory

FTA Asset Category	Asset Type	Quantity	Date Built	Unit Type
Infrastructure – Fixed Guideway	Revenue Track	1,383,360 track feet (~262 track miles) – main route and pocket tracks	1974-2015	Track Feet
	Yard Track	443,520 track feet (~84 miles)	1977-2015	Track Feet
	Aerials	322,080 linear feet (~61 miles)	1974-2021	Linear Feet
	Tunnels	475,200 linear feet (90 miles)	1974-2014	Linear Feet
	Retaining Walls	380,235 linear feet (~72 miles)	1976-2014	Linear Feet

FTA Asset Category	Asset Type	Quantity	Date Built	Unit Type
	Fencing	654,931 linear feet (~124 miles)	1986-2015	Linear Feet
	Canopies	86 canopies	1978-2022	Each
	Third Rail	1,808,385 feet	1974-2022	Linear Feet
Rolling Stock-Fleet	Rail Revenue Vehicles	1,182 railcars	1984-2019	Each
	Bus Revenue Vehicles, Standard Buses	1,267 buses (including training bus fleet)	2010-2026	Each
	Bus Revenue Vehicles, Articulated Buses	79 buses (including training bus fleet)	2015-2023	Each
	Metro Access Revenue Vehicles	700 vehicles	2021-2025	Each
Non-Revenue Vehicles	Service Vehicles	1,400 rubber-wheel service vehicles and	1998-2025	Each
	RMM and Steel Wheeled Vehicles	180 vehicles	1967-2026	Each
Systems- Fare Collection	Fare Gates	1,234	2021	Each
	Exit fare	186	1991-2024	Each

FTA Asset Category	Asset Type	Quantity	Date Built	Unit Type
	Fareboxes	1,347 fareboxes	2009-2025	Each
	Fare vendors	481 Vendors	1991-2022	Each
Vertical System	Elevators	373 elevators	1976-2024	Each
	Escalators	647 escalators	1976-2024	Each
Communication and Signals	Signals and Train Control	~6,700 miles of Train Control cable	1976-2026	Miles
		165 Train Control Rooms	1976-2023	Each
		3,280 Track Circuits	1998-2026	Each
		764 Switch Machines	1993-2025	Each
		1,153 Signals	1976-2023	Each
	Communications	Passenger Information Display Systems (PIDS)-718	2000-2025	Each
		CCTV Camera-~10,169	2002-2025	Each
		Fire/Intrusion Detection System: 175 units	1998-2025	Each

FTA Asset Category	Asset Type	Quantity	Date Built	Unit Type
		Intercom System-105	2000-2025	Each
		Station PA System-122 Units	1990-2025	Each
		Kiosk Informational Display Systems (KIDS)- 102	2000-2022	Each
	Access Control	Badge Reader-2,467	2013-2026	Each
Power	Traction Power Substations	126 Substations	1976-2019	Each
	Tie Breaker Station	108	1976-2016	Each
Facilities	Bus Stop Shelters	407 shelters	1997-2006	Each
	Passenger Stations	98 and 1 Bus transfer facility	1976-2023	Each
	Parking Garages	29 customers and 48 surface parking	1980-2025	Each
	Major Rail Yards	9 rail yards	1972-2022	Each
	Bus Garages	10 bus garages	1962-2018	Each

FTA Asset Category	Asset Type	Quantity	Date Built	Unit Type
	Administrative and Other Maintenance	138 facilities	1972-2022	Each

3.1.2 Asset Inventory Development and Improvement

Metro's current asset inventory has been developed over a multi-year period using multiple authoritative data sources. Primary systems supporting asset inventory development include the Enterprise Asset Management (EAM) system, the fixed-asset accounting ledger, engineering project cost records, the linear asset tracking system, and department-specific record systems. Collectively, these sources provide comprehensive coverage of major asset categories across the organization.

To a significant extent, asset inventory data have been validated to ensure completeness across asset types and accuracy of unit quantities. As a result, the inventory provides a reliable baseline representation of Metro's asset holdings, including asset types, quantities, and unit measures.

3.2 Condition Assessment Methodologies

We employ the following Transit Asset Condition Assessment Methodology to assess the condition and monitor the performance of assets. Metro uses four different types of condition assessment methodologies as of the writing of this plan:

1. **Onsite visual, physical condition assessments, using the FTA 1-5 Scale:** The asset physical condition method refers to developing a score based on the observed condition of the asset, by visual assessment of the asset that may include exterior and interior condition, defects, etc. Existing periodic inspections may perform such inspections; where feasible, condition scores may be derived from such inspection reports or depending on the asset types.

The facility condition assessment program includes the on-site visits to facilities to assess the conditions of related assets. Facility engineers conducted assessments in accordance with the Federal Transit Administration (FTA) Facility Condition Assessment (FCA) Guidebook and developed

comprehensive asset datasets. Between 2022 and 2026, Facilities enhanced this program through periodic reassessments, expanded asset coverage, and improved data quality and consistency. Throughout this period, they continued to apply the FTA Median Value (MV) aggregation methodology to calculate State of Good Repair (SGR) scores at the facility level, ensuring consistency in condition evaluation and informing investment prioritization for the 2026 TAM Plan.

2. Modeled condition using inspection data and/or age, using the FTA 1-5 scale:

The condition uses age, useful life, and other inputs to arrive at a condition score when applicable. Metro also leverages maintenance inspection data for some asset classes to model asset conditions.

Table 3-2. FTA's Five-Point Condition Scale

Rating	Condition	Description
5	Excellent	No visible defects, near new condition
4	Good	Some (slightly) defective or deteriorated component(s)
3	Fair	Moderately defective or deteriorated component(s)
2	Marginal	Defective or deteriorated component(s) in need of replacement Note: Condition 2 indicates an asset (or significant portion of an asset) is close to, or in need of, rehab/replacement and should be considered a pending investment need. An asset at 2.5 is at the end of its useful life
1	Poor	Asset is past its useful life and in need of prioritized repair or replacement

Asset age is one of the primary variables typically used for determining remaining useful life because, based on the age of an overall asset, metrics are used to determine the percentage of the age that has been consumed.

3. Fleet Management Planning, using Useful Life Benchmark (ULB): Metro uses fleet management planning to manage vehicle forecasts. Metro Bus, Metro Rail, and Metro Access fleet plans are regularly updated with the FTA's guidelines established for fleet management plans in their 1999 Dear

Colleague letter and FTA's Oversight Procedure 37-Fleet Management Plan Review.

4. **Track Segment Under Performance Restriction:** Per the FTA, a performance restriction is defined as a segment of track where trains are ordered to operate below the maximum speed due to issues with the track, power, signal systems, or other operating limitations like work zones.

3.2.1 Condition Performance

Metro reports asset condition information to the National Transit Database per FTA requirements. The FTA established four performance measures to help transit agencies to quantify the condition of major assets, as outlined in Table 3-3. Metro sets performance projections for each of those measures and consistently tracks actual versus projected performance over time as each measure became required by the FTA.

Table 3-3. Performance Measure Definitions

Asset Type	Definition
Rolling Stock	The percentage of revenue vehicles within a particular asset class that have either met or exceeded their Useful Life Benchmark (ULB)
Equipment	The percentage of non-revenue, support-service, and maintenance vehicles that have either met or exceeded their ULB
Facilities	The percentage of facilities within an asset class that is rated below condition three (3) on the FTA TERM scale
Infrastructure	The percentage of track segments with performance restrictions

Metro continues to submit the annual National Transit Database (NTD) Asset Management Narrative Report, providing updates on TAM performance targets and asset condition outcomes. The report tracks the condition and performance of revenue vehicles, non-revenue vehicles, equipment, facilities, and infrastructure assets against established ULB and condition assessment standards. Table 3-4

shows a multi-year performance dashboard (FY2022–FY2025) for TAM, tracking how vehicles, equipment, guideway, and facilities perform against ULB or condition standards.

Table 3-4. Metro's Actual Condition Performance

	TAM Performance Measures	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual
TRANSIT ASSET MANAGEMENT	TAM Vehicles- % of vehicles met or exceeded Useful Life Benchmark (ULB)				
	Bus: Revenue Fleet I Standard	6%	7%	6%	8%
	Bus: Revenue Fleet I Articulated	3%	3%	3%	3%
	Rail: Revenue Fleet	0%	2%	9%	12%
	MetroAccess: Revenue Fleet-Sedans/Automobiles	0%	0%	1%	78%
	MetroAccess: Revenue Fleet-Minivan				0%
	MetroAccess: Revenue Fleet-Van-Next Gen Van	2%	100%	100%	86%
	TAM Equipment- % of equipment met or exceeded Useful Life Benchmark (ULB)				
	Service Vehicles: Automobiles [Sedans]	55%	70%	67%	60%
	Service Vehicles: Trucks & Other Rubber Tired Vehicles	45%	49%	52%	27%
	Service Fleet: Steel Wheel Service Vehicles [CTEM]	27%	27%	27%	27%
	TAM Guideway- % of track segments with performance restrictions (% of Directional Route Miles)				
	FTA Guideway Condition	4.30%	5.39%	1.45%	1.34%
	TAM Facilities- % of facilities with a condition below a 3.0 out of FTA's 5.0 scale				
	Passenger + Parking	1%	1%	1%	0%
	Administrative + Maintenance	2%	1%	1%	0%

3.2.2 SGR Performance Measures and Targets

Metro monitors and reports on the State of Good Repair (SGR) performance through a structured performance management framework aligned with FTA requirements. Performance against FTA-defined SGR targets is assessed annually and shared with the Federal Transit Administration, the Metropolitan Planning Organization (MPO), and other stakeholders as shown in Figure 3.1.

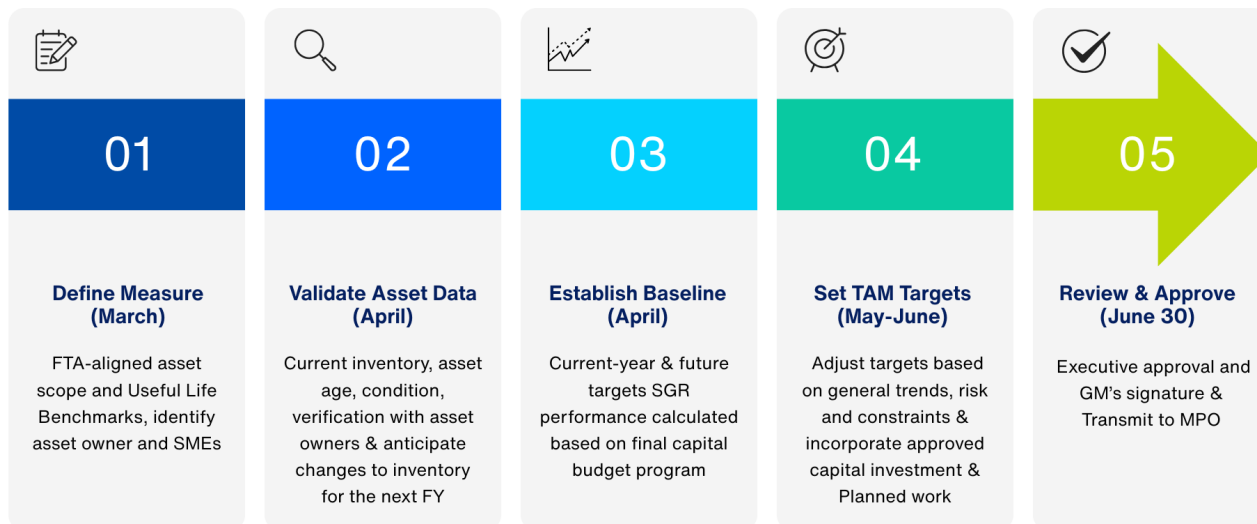


Figure 3.1 Annual SGR Performance Target-Setting Process

SGR performance targets are developed through a coordinated, annual process led by the Transit Asset Management Office (TAMO) and informed by subject matter experts and asset owners. Targets are based on historical performance trends, anticipated capital and operating investments, and identified risks and mitigation strategies. The process incorporates validated asset inventory, useful life benchmarks, and planned capital improvements, and includes executive review and approval. This disciplined, data-driven approach ensures SGR targets are realistic, transparent, and directly integrated into Metro's capital planning and decision-making processes. Table 3-5 outlines the FY2027 targets established using this process.

Table 3-5. Current Performance Targets

Asset Class	Performance Measure	FY2027 Targets
Rolling Stock (Revenue Vehicles)	Percentage of vehicles that have met or exceeded their ULB	Railcars: 19% Standard Buses: 6% Articulated Buses: 0% (Metro Access) Vans: 51% (Metro Access) Minivan: 0%

Asset Class	Performance Measure	FY2027 Targets
		(Metro Access) Sedans:70%
Equipment (Non-Revenue Vehicles)	Percentage of vehicles that have met or exceeded their ULB	Automobiles: 49% Truck and Rubber Tired: 24% Steel Wheeled: 51%
Facility	Percentage of facilities rated below three (3) on the FTA TERM scale	Admin and Maintenance: 2% Passenger and Parking: 1%
Infrastructure	Percentage of track segments, signals, and systems with performance restrictions	2.2%

3.3 Asset Management Lifecycle Plan Strategies

Lifecycle management strategies are being developed and implemented as part of the TAM plan program to capture capital and maintenance activities and identify resources necessary to maintain Metro's assets in a State of Good Repair. An Asset Management Lifecycle Plan (AMLPL) is the documentation of a strategic and systematic process of operating, maintaining, and improving physical assets. The AMLPL identifies and explains the structured sequence of maintenance, repair, rehabilitation, and replacement actions that will determine the current condition of the assets.

Each asset has a lifecycle that can be processed into four key stages, as shown in Figure 3-2, from first identifying the need for an asset, then continuing through an asset's useful life through to disposal.

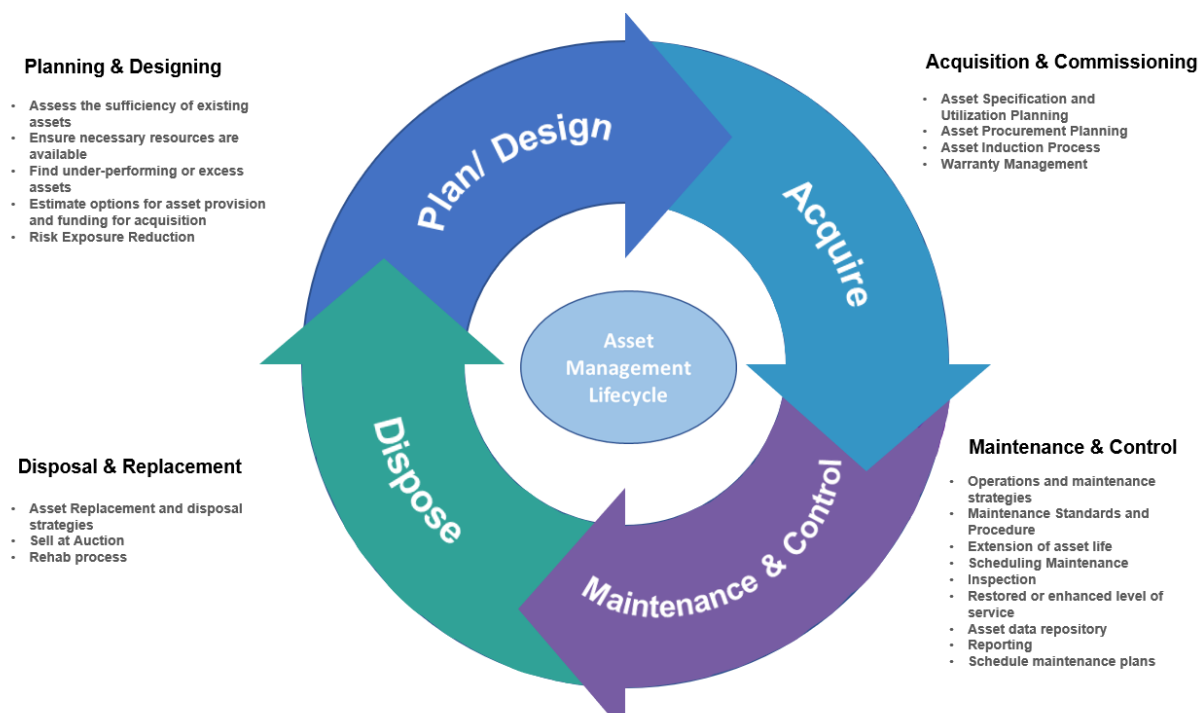


Figure 3-2. Asset Management Lifecycle Plan

3.3.1 Asset Planning: The planning stage in the AMLP describes the approach to maintaining an asset from construction to disposal. Asset planning helps establish an asset requirement based on evaluating existing assets. Asset Planning initiatives streamline and centralize asset requirements within programs across the organization, focusing on financial accounting, materials management, asset inventory management, contract administration, and maintenance management.

3.3.2 Asset Acquisition: Once an asset need is identified, the process moves to the acquisition phase. At this point, the asset has been thoroughly evaluated and confirmed as essential for enhancing transit operations. This stage will also focus on the financial side of acquiring an asset within a specific budget set during the planning stage. When the asset is eventually acquired and deployed, it can be tracked using an asset management system.

3.3.3 Maintenance and Control: Once the asset is installed, it enters the operation and maintenance phase, which represents the longest stage of the asset life cycle. This stage indicates the application and management of the asset, including any maintenance and repair needed. An asset will be regularly monitored and checked for any performance issues that could unexpectedly develop during operation. This is when maintenance and repairs start to become a common occurrence. As asset ages and wear and tears increase, regular maintenance is needed to help prolong the life and value of the asset. Repairs, modifications, and upgrades must keep assets functioning correctly.

3.3.4 Disposal: This stage addresses the disposal strategy of the assets and (or) components that are obsolete, unneeded, outdated, and meet the end of useful life criteria or are no longer needed for the originally authorized purpose. Such assets are identified and removed from service and either sold, re-purposed, thrown away, or recycled. Although an asset has no business value at this stage, it may still need to be disposed of efficiently to ensure it does not harm the environment. This process could even involve dismantling the asset piece by piece or wiping it clear of data.

3.4 Asset Management Supporting Technologies

Metro's Transit Asset Management (TAM) program is supported by a suite of integrated technologies that enable tracking, assessment, analysis, and reporting of asset condition, performance, and lifecycle needs. Together, these systems provide the data foundation necessary to support State of Good Repair (SGR) decision-making, regulatory compliance, and efficient use of resources across the organization.

3.4.1 Enterprise Asset Management (EAM) System

The Enterprise Asset Management (EAM) system serves as Metro's primary platform for managing asset information across modes and asset classes. The EAM system maintains asset inventories, hierarchies, work orders, maintenance histories, and lifecycle attributes for rail, bus, facilities, systems, and equipment. It supports preventive and corrective maintenance planning, tracks labor and material usage, and provides performance and reliability data used by operations and engineering teams.

3.4.2 Asset Condition and Inspection Tools

Metro uses a range of inspection and condition assessment tools to monitor asset health and inform reinvestment decisions. These tools support condition ratings for guideway, facilities, stations, systems, and rolling stock. Inspection technologies include field-based mobile applications, inspection forms, and track geometry measurement systems. Where possible, collected data is integrated into asset databases to support lifecycle planning and trend analysis.

3.4.3 Reliability and Performance Analytics

Reliability engineering and performance analytics tools are used to evaluate asset failures, maintenance effectiveness, and operational impacts. These tools support reliability-centered maintenance (RCM) analysis, root-cause investigations, and tracking of key indicators such as mean distance between failures, asset availability.

3.4.4 Geographic Information Systems (GIS)

GIS technology supports spatial visualization of assets and asset conditions across the Metro service area. GIS tools are used to map infrastructure elements, facilities, right-way assets, and operational constraints.

3.4.5 Capital Planning and Decision-Support Tools

Capital planning uses the methodology of the FTA's TERM Lite (Transit Economic Requirements Model) to project asset replacement and rehabilitation needs. The model takes the age/condition and useful life of an asset to project the timing of reinvestments; it also scores individual assets based on a prioritization methodology.

3.4.6 Performance Measurement and Reporting Systems

Data integration and reporting platforms are used to consolidate asset information from multiple source systems and present it in standardized dashboards and reports. These platforms support internal management reporting, executive decision-making.

3.5 Asset Management Continuous Improvement

Metro continues to advance efforts to modernize the EAM environment while improving the accuracy, reliability, performance, and safety outcomes supported by asset data. Metro has completed several initiatives to enhance the depth, consistency, and governance of asset management data. Many of these efforts were initiated as part of the 2022 TAM Plan Program, which established formal roles, responsibilities, training, and standards for conducting detailed, field-based asset inspections and documentation activities.

3.5.1 Asset Inventory/Management Maturity Progression (2022–2026)

This maturity progression clearly demonstrates continuous improvement by showing how Metro has evolved from establishing baseline asset management practices since 2022 to implementing integrated systems, standardized governance, and continuous data validation by 2026. The progression highlights measurable advances in system consolidation, data quality controls, role-based accountability, automation and strengthening the reliability of data used for SGR planning and TAM performance management.

Table 3-6. Asset Inventory and Management Maturity Progression

2022 TAM State	Progress Achieved (2022-2026)	Outcome
Governance and Enterprise Processes		
EAM data governance policies established but inconsistently applied	Reviewed and updated EAM data governance practices and increased coordination with departments responsible for asset data management	Improved consistency and coordination in asset data governance and asset management processes across the organization
Asset management business processes documented “as-is”	Reviewed and updated key asset management business processes and incorporated data governance considerations where applicable	
Limited cross-department consistency	Implemented process improvements and increased collaboration among departments involved in asset management activities	
Lifecycle Planning and Asset Strategy		
Lifecycle considerations applied inconsistently	Expanded lifecycle planning activities in collaboration with asset owners and incorporated lifecycle considerations into asset management decision-making.	Expanded lifecycle planning and reliability reporting to better support long-term asset

2022 TAM State	Progress Achieved (2022-2026)	Outcome
Asset strategies largely reactive	Incorporated lifecycle and asset performance information into renewal, replacement, and rehabilitation planning activities	management and investment decisions
Periodic inventory updates	Continued to update and refine asset inventories as new information became available and data quality issues were identified. Established and expanded reliability reporting practices across maintenance organizations	
Maintenance and Reliability Management		
Preventive maintenance dominant; limited reliability analytics	Expanded application of reliability-centered maintenance principles and improved use of asset performance information to support maintenance planning	Increased use of reliability and performance data to support maintenance planning and improve operational effectiveness
Parts demand forecasting limited	Enhanced forecasting processes through enhanced coordination, historical data review, and third-party support, where appropriate	

2022 TAM State	Progress Achieved (2022-2026)	Outcome
Capital Planning and Investment Performance		
Periodic capital needs analysis	Completed and maintained a 10-Year Capital Needs Report process to support long-term planning	Enhanced long-term capital planning and improved linkage between capital investments and asset portfolios
Capital projects linked to assets manually	Expanded use of the Capital Program Tool to associate capital projects with specific assets	
Asset Data, Condition, and Configuration		
Asset hierarchies defined with manual controls	Reviewed and updated EAM hierarchies coordinated in Coordination with asset owners Enhanced asset condition data collection and reporting processes where opportunities were identified	Improved the quality, consistency, and usability of asset inventory, hierarchy, and condition data for decision-making
Communication, Training, and Organizational Adoption		
Asset management practices understood by limited audiences	Communicated asset management plans, practices, and priorities through engagement with leadership and business stakeholders	Strengthened organizational awareness and adoption of asset management practices through

2022 TAM State	Progress Achieved (2022-2026)	Outcome
TAM Plan compliance-focused	Maintained and updated the TAM Plan to reflect current practices, priorities, and business needs	ongoing engagement and updates to the TAM Plan

Metro continues to advance efforts to modernize the EAM environment while improving the accuracy, reliability, performance, and safety outcomes supported by asset data. In the next four years, Metro’s asset management practices will reflect a mature, enterprise-level framework characterized by standardized governance, lifecycle-based planning, reliability-driven maintenance, and comprehensive communication. These advancements support State of Good Repair outcomes and alignment with FTA Transit Asset Management expectations.

4. Prioritization and Reinvestment

This section describes the policies and documents that guide and communicate Metro's Capital Program and prioritization process.

4.1 Investment Prioritization

Metro evaluates the Authority's SGR progress with every Capital Planning cycle. Assets are prioritized based on their safety risk rating and probability of failure as detailed in the [Appendix 3-Table 4 of the publicly available FY2026-FY2035 State of Good Repair Needs Outlook](#). SGR impacts are detailed in Appendix 3 of the Approved FY2027-FY2032 Capital Improvement Program.

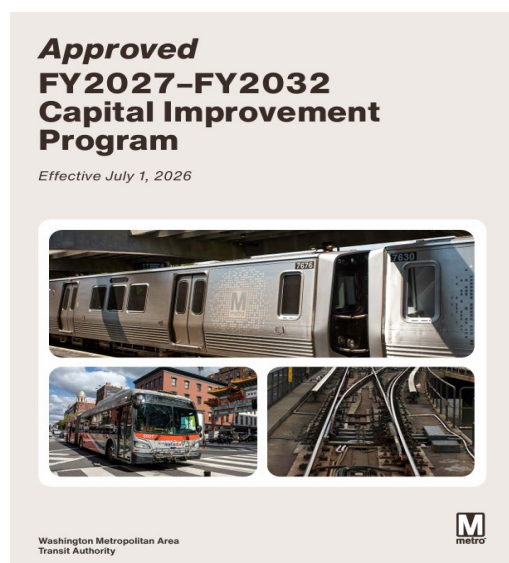


Figure 4-1. Snapshot of Approved Capital Improvement Program

4.2 Six- and 10-Year Investment Strategy

Metro's investment strategy, program development process, and list of funded projects, programs, and future needs are outlined in the publicly available Capital Budget documents, the most current of which is the Approved FY2027 Budget, and CIP Plan found on Metro's Capital Program Documents Page here: [Approved FY2027-FY2032 Capital Improvement Program](#)

5. Implementation Plan

This section provides an overview of Metro's asset management improvement program for the 2026 TAM Plan. It describes the key drivers underlying the program, the resources required to implement it, and the expected outcomes over the four-year planning horizon.

The asset management improvement program is organized around a series of TAM improvement actions designed to strengthen asset management practices and support implementation of the TAM Plan. The asset management improvement program includes prioritized TAM actions across key asset management areas, including policy, lifecycle management, asset planning, performance management, and data governance. These actions will be implemented progressively during the four-year horizon of this plan.

All actions outlined in this section are intended to advance and further institutionalize Metro's asset management practices. Several actions involve organizational, cultural, and process changes that require coordination across departments and asset classes. While the fundamental principles of asset management are well established, implementing sustained improvements within a large and complex organization such as Metro requires deliberate planning, clear governance, and strong cross-functional collaboration.

The asset management improvement program is designed to move Metro toward a more results-driven, risk-based, and performance-focused asset management environment. The program emphasizes:

- Improved asset reliability and availability
- Optimized lifecycle management and investment decision-making
- Reduced safety, service, and financial risk
- Enhanced performance outcomes and service delivery aligned with Metro's strategic goals

Overall, the Asset Management Improvement Program serves as a foundational element of Metro's TAM framework, enabling the agency to mature its practices, improve decision-making transparency, and sustainably manage its assets in a state of good repair.

5.1 Implementation Approach

The FTA defines the Implementation Strategy (or approach) as the operational actions a transit provider decides to conduct to achieve its TAM goals. Metro's implementation approach is structured, data-driven, and aligned with FTA guidance and industry best practices. It provides a systematic framework for managing assets across their lifecycle while optimizing safety, reliability, and cost-effectiveness. Safety is prioritized by identifying and addressing high-risk assets before failures occur. Reliability is improved through proactive maintenance and timely replacement of aging infrastructure, reducing service disruptions. Cost-effectiveness is achieved by balancing short-term maintenance needs with long-term capital investments, minimizing total lifecycle costs rather than focusing solely on upfront expenditures.

Metro's implementation approach follows four key steps as shown below in Figure 5.1.

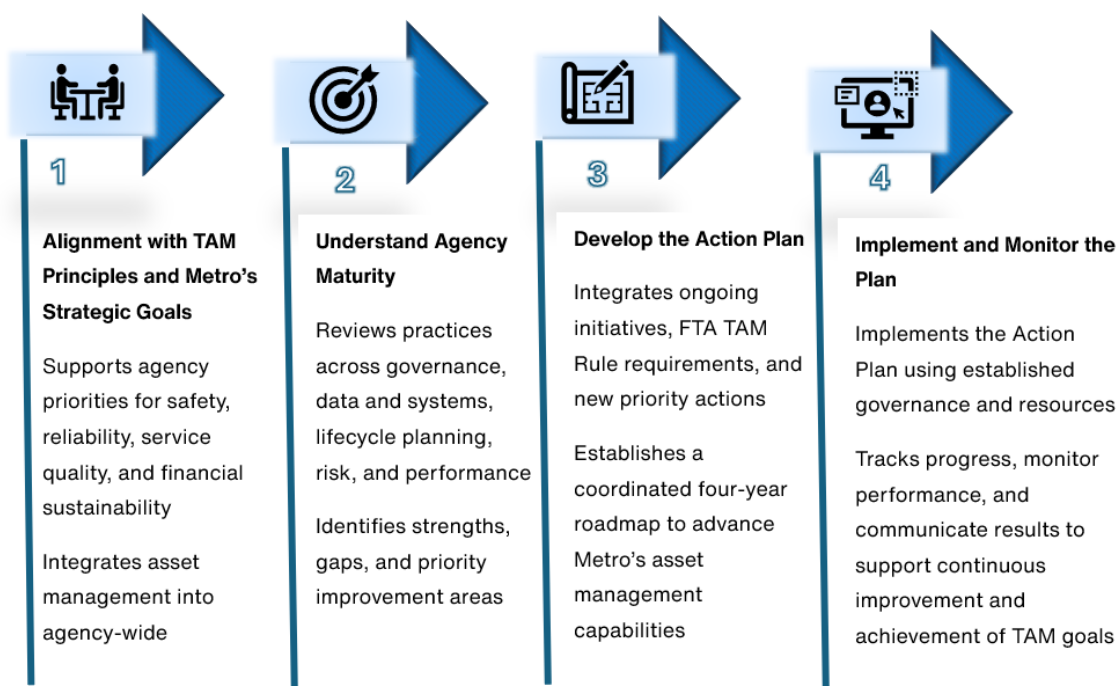


Figure 5.1: Implementation Steps

5.2 Plan Development

The following Action Plan addresses the key gaps identified in Metro's TAM practices and prioritizes the critical actions to deliver on our strategic goals.

5.2.1 Asset Management Action Plan

This section provides a summary of ongoing and planned asset management activities that are expected to support and improve organizational performance.

The activities identified in this plan are based on the prioritization of asset management practice areas requiring improvement. Specifically, the prioritization of asset management practice areas considered the following factors:

- Regulatory requirements;
- Alignment with our strategic goals
- Continuous improvement to other practice areas, and
- Operational needs, performance trends, stakeholder feedback, and identified business priorities.

The activities listed in Table 5-1 represent our commitment to improving asset management practice during the four-year horizon of this plan. The table lists the transit asset management activities that address the highest priority asset management areas of improvement. Further, the table provided an overview of the activity scope and expected outcomes, the department responsible for implementing the action, and an expected timeline for completion. Although this plan has a four-year horizon, the timeframe for some of the activities extends beyond five years.

The table lists the transit asset management activities that address the highest priority asset management areas of improvement.

Table 5-1: Action Plan and Implementation Timeframe

Action #	Asset Management Element/ Category	Proposed Actions	Outcome or Deliverable	Metro Key Action Owner	Timeframe			
					Short Term (0-2 Yrs)	Medium Term (2-4 Yrs)	Long Term (4+ Yrs)	Ongoing
1.	Policy, Strategy and Business Plan	EAM Data Governance Policy Review and Enhancement	Conduct an ongoing assessment of existing EAM data governance policies to evaluate their relevance, completeness, and alignment with organizational standards.	TAMO				
2.	Lifecycle Management	Current AMLPs, up-to-date critical asset identification, and improved asset management through	Manage and regularly update Asset Management Lifecycle Plans (AMLPs) in coordination with asset owners, identify and review critical assets, and ensure criticality information is accurately reflected in the EAM system to support ongoing asset management and continuous improvement.	DGMO/ TAMO				

Action #	Asset Management Element/ Category	Proposed Actions	Outcome or Deliverable	Metro Key Action Owner	Timeframe			
					Short Term (0-2 Yrs)	Medium Term (2-4 Yrs)	Long Term (4+ Yrs)	Ongoing
		alignment with EAM data.						
3.	Lifecycle Management	Enhanced understanding of RCM3 findings, standardized processes, improved cross-departmental collaboration, and sustained asset reliability and performance.	Monitor the effectiveness of implemented RCM3 recommendations, promote awareness of key findings among relevant departments, develop and maintain standardized processes based on analysis results and identified asset issues, and provide annual training to support continuous improvement in asset reliability and maintenance practices as needed	RCMP				
4.	Lifecycle Management	Improved reporting consistency,	Maintain and improve reliability reporting processes and reporting standardization for asset and	RCMP				

Action #	Asset Management Element/ Category	Proposed Actions	Outcome or Deliverable	Metro Key Action Owner	Timeframe			
					Short Term (0-2 Yrs)	Medium Term (2-4 Yrs)	Long Term (4+ Yrs)	Ongoing
		Standardized reporting, clear asset accountability, and improved reliability and safety monitoring.	component performance, including safety-critical assets. Ensure responsible departments understand their asset priorities and use reporting to support ongoing reliability improvements and decision-making.					
5.		Investigate procurement methods to mitigate risk by implementing a reliability-based supply chain.	Metro will work to identify and mitigate safety and financial risks within the supply chain.	SCM				
6.	Information Systems	Implementing the process for assessing asset conditions.	Consistent and automated condition assessment tools are available.	TAMO				

Action #	Asset Management Element/ Category	Proposed Actions	Outcome or Deliverable	Metro Key Action Owner	Timeframe			
					Short Term (0-2 Yrs)	Medium Term (2-4 Yrs)	Long Term (4+ Yrs)	Ongoing
7.		Accurate asset hierarchies, improved data consistency, and continuous improvement in asset management.	Continuously review, update, and improve EAM asset hierarchies in coordination with asset owners to reflect asset, organizational, and system changes and support ongoing EAM enhancements.	TAMO				
8.	Enablers and Change Management	Standardized processes, improved data quality, and effective use of EAM upgrades and enhancements.	Completed to-be processes that incorporated data standards and updated EAM policies. Develop and maintain standardized <i>To-Be</i> business processes following EAM system upgrade implementations, incorporating data governance standards, updated EAM policies, and authority-wide consistent business practices to support effective asset management.	DM				

Action #	Asset Management Element/ Category	Proposed Actions	Outcome or Deliverable	Metro Key Action Owner	Timeframe			
					Short Term (0-2 Yrs)	Medium Term (2-4 Yrs)	Long Term (4+ Yrs)	Ongoing
9.		Improved inventory planning, parts availability, and supply chain efficiency.	Improve parts forecasting and supply chain demand planning through enhanced business processes and ongoing collaboration with third-party support.	SCM				
10.		TAM action items-monitor and update.	Conduct annual reviews of TAM action item progress with responsible departments to track implementation, assess effectiveness, and identify opportunities for continuous improvement.	TAMO				
11.		Improved awareness and alignment with asset management goals.	Communicate asset management plans, policies, and key initiatives to senior leadership and agency personnel, and provide regular updates on asset management activities and progress.	REAM				

Action #	Asset Management Element/ Category	Proposed Actions	Outcome or Deliverable	Metro Key Action Owner	Timeframe			
					Short Term (0-2 Yrs)	Medium Term (2-4 Yrs)	Long Term (4+ Yrs)	Ongoing
12.	Policy, Strategy and Business Plan	Improve consistency and efficiency of Facilities condition assessment in accordance with Federal Transit Administration (FTA) requirements.	A documented, repeatable, and efficient facility condition assessment process that ensures compliance with FTA asset management requirements.	Facilities				

5.3 Implement Action Plan

Metro's Asset Management Improvement Program incorporates existing and new actions expected to be active during the four-year horizon of this TAM Plan. The Action Plan identifies the activities, ownership, and implementation approach required to support continuous improvement. These actions are expected to be implemented using existing Metro staff and resources as part of normal business operations.

5.3.1 Resources Required to Implement Plan

Metro will continue to optimize the TAM processes through a coordinated effort among various departments, asset owners, and other supporting departments. Implementation will rely on a combination of internal staff, consultants, contractors, and technology resources, as needed. Several initiatives are already underway and are currently being reviewed and updated. Table 5-2 shows the list of activities, the department responsible for their implementation, and the type of resources needed to support each activity.

Table 5.2: List of Resources Required to Implement Plan

Action #	Proposed Actions	Metro Key Action Owner	Comments/Support required
1.	EAM Data Governance Policy Review and Enhancement	TAMO	TAMO will lead this effort, with support and commitment from asset owners, end-user groups, and functional teams
2.	Current AMLPs, up-to-date critical asset identification, and improved asset management through alignment with EAM data	DGMO/ TAMO	TAMO will lead this effort, with support and commitment from asset owners, end-user groups, and functional teams

Action #	Proposed Actions	Metro Key Action Owner	Comments/Support required
3.	Enhanced understanding of RCM3 findings, standardized processes, improved cross-departmental collaboration, and sustained asset reliability and performance	RCMP	RCMP will lead this effort and require a level of commitment by asset owners/end-user groups and support and edge functional groups
4.	Improved reporting consistency, Standardized reporting, clear asset accountability, and improved reliability and safety monitoring	RCMP	RCMP will lead this effort and require a level of commitment by asset owners/end-user groups and support and edge functional groups
5.	Investigate procurement methods to mitigate risk by implementing a reliability-based supply chain	SCM	This effort will utilize in-house, cross-functional staff and rely on asset owners for implementation
6.	Implementing the process for assessing asset conditions	TAMO	This effort will be based on international standards and processes (ISO 55000) to align for future certification of processes
7.	Accurate asset hierarchies, improved data consistency, and continuous improvement in asset management	TAMO	TAMO will lead this effort, with support and commitment from asset owners, end-user groups, and functional teams

Action #	Proposed Actions	Metro Key Action Owner	Comments/Support required
8.	Standardized processes, improved data quality, and effective use of EAM upgrades and enhancements	DM	Support by consultants/vendors as needed for interface with existing systems of improved processes and output data to enable recordation and analysis
9.	Improved inventory planning, parts availability, and supply chain efficiency	SCM	Support by consultants/vendors as needed for interface with existing systems of improved processes and output data to enable recordation and analysis
10.	TAM action items-monitor and update	TAMO	TAMO will lead this effort, with support and commitment from asset owners, end-user groups, and functional teams
11.	Improved awareness and alignment with asset management goals	REAM	TAMO will lead this effort, with support and commitment from asset owners, end-user groups, and functional teams
12.	Improve consistency and efficiency of Facilities condition assessment in accordance with Federal Transit Administration (FTA) requirements	Facilities	Facilities will lead this effort, with support and commitment from asset owners, end-user groups, and functional teams

5.3.2 TAM Plan 2026 Action Items Implementation Approach

Metro will advance continuous improvement through ongoing process optimization, data quality improvements, and reporting enhancements. These efforts will increase

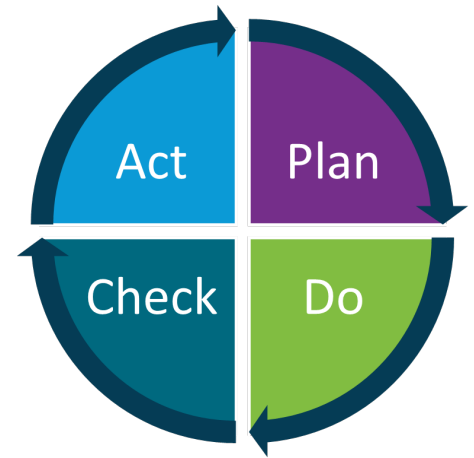
efficiency, reduce manual work, and better align asset management practices with business needs. Key activities include:

- Establish clear ownership and accountability for each TAM action item.
- Collaborate with asset owners and support departments to implement and sustain improvement initiatives.
- Improve, maintain, and continuously improve asset management processes, policies, data governance standards, and lifecycle management practices.
- Support ongoing EAM system enhancements, including business process improvements, asset hierarchies, data quality initiatives, and reporting capabilities.
- Monitor the effectiveness of implemented actions and track progress toward TAM objectives.
- Conduct annual reviews of TAM action items with responsible departments to assess progress, identify challenges, and update priorities as needed.
- Communicate asset management initiatives, performance results, and policy updates to senior leadership and agency personnel.
- Incorporate available funding, staffing, and contractor support through Metro's budgeting and resource planning processes.
- Update implementation timelines, resource requirements, and improvement strategies as initiatives mature and become more fully defined.
- Document progress and update the TAM Plan regularly to support continuous improvement and informed asset management decision-making.

6. Evaluation and Continual Improvement

Metro's TAM Plan 2026 establishes the principles, strategies, performance measures, and improvement actions needed to strengthen asset management practices across the agency. To support successful implementation and advance TAM maturity, Metro will conduct an annual review of TAM action items, progress, and performance measures.

This annual review will help Metro evaluate implementation progress, identify gaps, update priorities, and develop new improvement activities that support industry standards and best practices. The review process will follow a continual improvement approach:



1. **Plan** – Identify improvement activities, establish priorities, and set performance targets through the TAM Plan.
2. **Do** – Implement annual TAM activities, action items, and related improvement initiatives.
3. **Check** – Review progress, evaluate performance measures, and assess the effectiveness of implemented actions.
4. **Act** – Document improvements, update baselines, revise processes, and incorporate lessons learned into future TAM activities.

This continual improvement approach is already being used by Metro's Office of Transit Asset Management under REAM through the annual process of monitoring performance, reviewing targets, and updating TAM-related activities.

The GM/CEO and Senior Executive Team (SET) provide strategic direction and support the alignment of TAM objectives with agencywide priorities. Future updates to the TAM Plan will be reviewed with appropriate staff and the SET to ensure consistency with Metro's strategic planning documents, performance goals, and investment priorities.

The TAM Plan will be reviewed and updated at least every four years, as required by the FTA. Updates may also be made earlier if significant changes occur, such as changes in asset conditions, funding, service requirements, agency priorities, or implementation needs. TAMO will coordinate with internal and external stakeholders, as needed, to

gather input and ensure the TAM Plan remains current, practical, and aligned with Metro's asset management goals.

6.1 Stakeholders

The ability to efficiently manage our transit assets depends on Metro employees and various external stakeholders, partner jurisdictions, elected officials, customers/community, regulators, and contractors, who all have expectations from the system.

- **Customers/Community**: Metro's reason for existing is the customers who use its services. Our customers depend on transit to access employment, education, healthcare, shopping, and entertainment. Our customers must also trust that the equipment and operators will safely get it to their destinations. Metro risks losing their most important stakeholder when a customer is delayed or injured due to infrastructure or equipment failure.
- **Partner Jurisdictions**: Metro's operating and capital budgets are funded through various sources, including system-generated revenues, state and local support, and federal funding sources. Therefore, Metro must collaborate closely with all our partner jurisdictions to communicate current and future reinvestment needs.
- **Planning Partner**: The Transportation Planning Board (TPB) of the Metropolitan Washington Council of Governments (MWCOC) is the regional metropolitan planning organization (MPO) for transportation. TPB is legislatively empowered to authorize the use of federal funds on transit projects. Since the institution of MAP-21, it is also required to coordinate its State of Good Repair performance measures with Metro and all other regional local operators.
- **Regulators**: Through rulemaking and oversight, the FTA, Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), Washington Metro Rail Safety Commission (WMSC), and other agencies all directly influence how our assets are managed.
- **Vendors**: The performance and pricing of service providers, contractors, consultants, material suppliers, and other vendors directly affect our ability to deliver projects on time and within budget. Contract performance and/or pricing issues profoundly impact on the transit system's performance at large.

This TAM plan was reviewed and updated to understand what each stakeholder expects from the transit system and is designed to help meet those expectations while balancing our priorities.

6.2 Performance Monitoring

As part of the annual review process, Metro will review associated performance reporting and measures to identify progress against the Plan's Key Activities. This review also will deliver insight into possible improvements in objectives, strategies, and projects/actions for future iterations of this TAM plan. This does not preclude mid-year review of performance reporting and interim adjustments to TAM objectives, strategies, and projects/actions as needed. Monitoring activities to be carried out regularly include the following:

- **Annual Review of Progress Against Key Activities:** The designated department will monitor implementation of the TAM Plan Action Items through an established tracking process. At least annually, status updates will be obtained from action item owners and evaluated against planned milestones, deliverables, and target completion dates. Progress, risks, delays, and completed activities will be documented and shared with action item owners and relevant management staff to support successful execution of the Action Plan and continuous improvement of Metro's asset management program.
- **NTD Asset Inventory:** As required by FTA, Metro shall submit an updated Asset Inventory Module (AIM) to the NTD by October 30 each year. As Metro better utilizes and improves its EAM system, the quality and robustness of the Asset Inventory it generates will also improve.
- **Communications Activities:** Successful asset management implementation requires good communication, allowing people to understand changing processes, and bridging the many departments and offices in the organization. This includes ongoing dialogue and progress updates related to asset management. Metro has been collaborating with asset owners quarterly to provide an update on asset management activities. Metro will continue assessing and reporting on the implementation and effectiveness of the communications activities about asset management practices.
- **Performance Measures:** The outcomes of a robust asset management program are optimized resource allocation and improved availability and reliability of assets, which contributes to better service delivery, on-time performance,

enhance safety and customer satisfaction. Metro currently measures and reports on many of these outcomes and will continue to use its KPI framework to evaluate the impact of the asset management program. Quarterly and annual results/progress are published in the Service Excellence Report, available on Metro's website. Asset management-related indicators reported by Metro are listed below, with those required by FTA depicted in ***bold italics***:

➤ **Improved Customer Service**

- Ridership
- Customer Satisfaction
- Metro Access

➤ **Reliability**

- Rail Customer On-Time Performance
- Bus On-Time Performance
- Metro Access On-Time Performance
- Rail Scheduled Service Delivered
- Bus Scheduled Service Delivered
- Access Scheduled Service Delivered
- Bus Fleet Reliability (Bus Mean Distance Between Failures, overall and by fleet type)
- Rail Fleet Reliability (Rail Mean Distance Between Failures, overall and by railcar series)
- Accuracy of Real-time Information on Rail
- Accuracy of Real-time Information on Bus
- Availability of Real-time Information on Bus

➤ **Safety and Security**

- Rail Collisions
- Bus Collisions
- Metro Access Collisions
- Rail Customer Injuries

- Bus Customer Injuries
- Metro Access Customer Injuries
- Rail Employee Injuries
- Bus Employee Injuries
- Transit Worker Assault Rate
- Part 1 Crime Rate
- Fare Evasion Rate
- Customer Dissatisfaction with crime on Rail and Bus

➤ **Convenience**

- Customer Satisfaction with Cleanliness
- Service Frequency
- Access to Destinations (Jobs)
- Reduced Fare Program Usage
- Escalator Availability
- Elevator Availability
- Crowding on Rail
- Crowding on Bus
- Average Wait Time

➤ **Safety Performance**

- Fatalities (total/rate)
- Injuries (total/rate)
- Major Events-Collision Rate
 - Pedestrian Collision Rate
 - Vehicular Collision Rate
- Major Safety Events
- Assaults
- System Reliability

➤ **Optimized Resource Allocation**

- Capital Budget Utilized
- Operating Cost Per Revenue Mile

6.3 Future TAM Plan Updates

Metro operates in a challenging environment with changing asset conditions, service needs, funding availability, and operational priorities. As a result, adjustments to TAM Plan projects, actions, timelines, and expectations may be needed throughout the life of the Plan.

Metro will monitor implementation progress, asset conditions, and resource availability on an ongoing basis. If unexpected circumstances significantly impact asset conditions or Metro's ability to implement planned actions, Metro's staff may recommend updates to the TAM Plan before the end of the four-year planning cycle.

If a TAM Plan amendment is needed, Metro's staff will present the recommended updates to the Senior Executive Team (SET) for review and concurrence. Once reviewed by the SET, the revised TAM Plan will be submitted for final determination and approval by the GM/CEO.

6.4 Conclusion

The TAM Plan 2026 provides a clear framework for strengthening Metro's asset management program and supporting long-term service reliability, safety, and performance. Through this plan, Metro has established asset management fundamentals, improved supporting processes and systems, and aligned asset management activities with the broader agency governance structure.

This plan will help Metro better manage assets throughout their life cycle, make informed investment decisions, and balance service needs with financial, environmental, social, and operational risks. It also supports improved coordination across departments, better use of asset data, and continued focus on State of Good Repair.

By implementing the actions identified in this plan, Metro will continue to improve asset performance, risk management, financial planning, service delivery, and compliance with federal requirements. The TAM Plan also supports greater transparency, sustainability, efficiency, and accountability across the organization.

Overall, the TAM Plan 2026 will help Metro maximize the value of its assets, meet stakeholder expectations, and support safe, reliable, and effective transit service now and in the future.

Appendix

Glossary

Accountable Executive — means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's **Transit Asset Management Plan**; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's **Transit Asset Management Plan in accordance with 49 U.S.C. 5326.**”

Annual Capital Maintenance — Yearly investment to preserve an asset in good working order.

Asset Class-Level — Any management or decision-making activities that occur for individual asset classes. For example, the condition monitoring approach for stations is an asset class-level business process and establishing an agency-wide policy is an enterprise-level business process.

Asset Hierarchy — The system organization of an asset group that shows the relationship (“parent-child”) between the highest level of the asset down to its different components.

Asset Management — A strategic and systematic process of operating, maintaining, and improving physical assets, with a focus on both engineering and economic analysis based on information, to identify a structured sequence of maintenance, preservation, repair, rehabilitation, and replacement actions that will achieve and sustain the desired state of good repair during the lifecycle of the assets at a minimum practical cost.

Asset Owners — Asset owners at Metro are those staff members responsible for the operations and maintenance of an asset. At the same time, SMEs tend to represent engineering, finance, or other support functions.

Capital Asset — Includes equipment, rolling stock, infrastructure, and facilities for use in public transportation and owned or leased by a recipient or sub-recipient of federal financial assistance.

Capital Need — Represents a capital request to rehabilitate, replace, or add a group of assets to the system. Each capital need consists of a group of similar or interdependent assets.

Decay Curves — Decay or deterioration curves refer to a graph that shows the condition of an asset against its age. Such curves help to predict the future condition of an asset effectively. Different assets have different deterioration curves based on location, weather, usage pattern, and other factors.

Deferred Capital Needs — Scheduled capital investment postponed or put off until a later time, equivalent to FTA's definition of backlog.

Enterprise-Level — Any management or decision-making activities that need to occur at higher levels of an organization and apply to the entire organization. Transit asset management integrates activities across functions in a transit agency to optimize resource allocation by providing quality information and well-defined business objectives to support decision-making within and between asset classes.

Facilities — Public transit assets are divided into four sub-categories: passenger stations and surface parking lots, parking structures, administrative and operations maintenance facilities. Buildings (excluding stations), major shops, storage yards, central control, and equipment necessary for operating the system.

Guideway Elements — Trackwork and related structures, including tunnels, tubes, aerials, retaining walls, and fences.

Level of Service — Service quality the agency and its assets are expected to deliver and be measured against. Levels of service usually relate to the quality, quantity, reliability, responsiveness, sustainability, cost, and cost efficiency of service. It applies at the enterprise level and for asset classes (for example, buses and elevators). Generally, the level of service should be driven by what is important to the customer.

Moving Ahead for Progress in the 21st Century (MAP-21) — The transportation and reauthorization bill was signed into law on July 6, 2012. It is a policy and programmatic framework designed to create a performance-based surface transportation program for highways, transit, bike, and pedestrian.

New Need — Assets that: 1. provide a completely new function, one that neither replaces nor expands existing assets; 2. replace an existing asset with a new asset that provides a new function or enhances an existing asset by demonstrably impacting safety, security, ridership, and/or service delivery; or 3. expand the existing system.

Rehabilitation — Act of restoring an asset to its original state or a condition close to its original state.

Reliability — Probability that a system will perform its intended functions without failure, within design parameters, under specific operating conditions, and in a particular period (IEEE Standard 1474.1).

Soft Costs — Capital expenditures that are required to complete a project but not spent directly on construction or procurement. These expenses are incurred on professional

services necessary to complete the project, including, but not limited to, project design, project management, legal work, and testing.

State of Good Repair (FTA/MAP-21 Final Rule, July 2016) —The condition in which an asset can operate at a full level of performance. Three objective standards define “full level of performance”:

- The asset can perform its manufactured design function.
- The use of the asset in its current condition does not pose a known unacceptable safety risk.
- The asset’s lifecycle investment needs have been met or recovered, including all scheduled rehabilitation and replacements.

Stations — Includes bus shelters, passenger parking facilities, and assets related to rail stations. Rail station assets include station buildings, elevators, escalators, station-specific electrification assets, and other related components. Passenger parking facilities include both surface parking lots, Park and Ride/Kiss and Ride, and garages.

Systems — Includes hardware and software assets necessary to operate the system. Types include communications systems, electrification, revenue collection, train control, and utilities.

TERM Lite (Transit Economic Requirements Model) Local/state version of analysis tool designed to help transit agencies assess their SGR deferred capital needs.

(total dollar value and by asset type), level of annual investment to attain SGR or another investment objective, the impact of variations in funding on future asset conditions and reinvestment needs, and investment priorities (by mode and asset type).

Useful Life Benchmark — The estimated lifespan of a capital asset, during which it can be expected to contribute to operations.

Vehicles include revenue vehicles (rail cars, buses, and vans) and non-revenue vehicles.