



**SUSQUEHANNA REGIONAL TRANSPORTATION
AUTHORITY
(dba rabbittransit)**

**TRANSIT ASSET
MANAGEMENT (TAM) PLAN**

2027-2030

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Mike Behney, Asset Manager	8/18/2026	Updated references to current legislation and coordinated with other departments to update: Element 1, Element 2, Four Year Horizon, and the Agency Profile. Updated Appendix documentation.

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BOARD APPROVAL OF POLICY STATEMENTS

****BOARD APPROVAL OF POLICY STATEMENTS – PLACE HOLDER****

EXECUTIVE SUMMARY

A Transit Asset Management (TAM) Plan is a business model that uses the condition of assets to guide the optimal prioritization of funding at transit agencies to keep transit systems in a State of Good Repair (SGR).

Benefits of implementing a TAM Plan include:

- Improved transparency and accountability for safety, maintenance, asset use, and funding investments;
- Optimized capital investment and maintenance decisions;
- Data-driven maintenance decisions; and
- System safety and Performance outcomes.

The consequences of an asset not being in a SGR include:

- Safety risks (Accidents per 100,000 revenue miles);
- Decreased system reliability (On-time performance);
- Higher maintenance costs; and/or
- Increased service interruption (Missed trips due to breakdown).

The Susquehanna Regional Transportation Authority (SRTA) has developed the following to aide in: (1) Assessment of the current inventory and condition of capital assets; (2) determining what condition and performance of its assets should be (if they are not currently in a State of Good Repair); (3) identifying the unacceptable risks, including safety risks, in continuing to use an asset that is not in a State of Good Repair; and (4) deciding how to best balance and prioritize reasonably anticipated funds (revenues from all sources) towards improving asset condition and achieving a sufficient level of performance within those means.

MISSION STATEMENT

Mobility is an essential need to experience a high quality of life. SRTA dedicates itself to providing its constituents safe, reliable, and customer-centered mobility services consistent with the stewardship of its resources.

In alignment with the mission statement of the agency, SRTA views the development of a functional TAM plan as paramount to maintaining its core principles of safety, service, and stewardship for the mobility needs of the future.

AGENCY PROFILE

Central Pennsylvania Transportation Authority (CPTA), doing business as rabbittransit in York County, Pennsylvania, provides fixed route transit service in York and Adams, and public shared ride service in Cumberland, Columbia, Franklin, Montour, Northumberland, Perry, Snyder, and Union Counties. In 2011, York County merged with Adams County to form York Adams County Transportation Authority. Since 2011, CPTA has expanded to be the regional transportation

provider of services in Columbia, Cumberland, Franklin, Montour, Northumberland, Perry, Snyder, and Union counties as well primarily in the mode of demand response. CPTA directly operates fixed route service and complementary paratransit in the York and Adams county urbanized areas. In addition to federally-funded service, CPTA provides demand response service throughout the county to riders eligible for Commonwealth of Pennsylvania medical assistance or sponsored by other medical and social service agencies. Several contractors provide some of this state-funded demand response service. Nearly 9,200 people depend on rabbitransit each day to get to work, medical facilities, school and other life-sustaining activities through the various transportation options provided by the agency.

In 1973, Cumberland-Dauphin-Harrisburg Transit Authority (CDH) was formed by the local municipalities in order to be able to continue to provide mass transit to the Central Pennsylvania area. CDH operates in two divisions: fixed route division to Dauphin and Cumberland Counties as well as to Harrisburg City. The second division is Paratransit, or share-a-ride service, which provides door-to-door transport for older adults and others who qualify, assisting them to doctor appointments, shopping, and other community events.

In 2018, rabbitransit began a management contract with CDH for oversight of the CDH organization. Over the course of three years, the two organizations collaborated to enhance mobility for the region. In early 2021, both authorities held public meetings and the respective boards of directors approved the direction of regionalization the two authorities to form the Susquehanna Regional Transportation Authority (SRTA). The first meeting of the SRTA board occurred in November 2021. While executive and administrative functions will be shared between the two authorities, daily operations will continue locally. By operating in this way, greater efficiencies in marketing, planning, leadership, purchasing, and maintenance will be realized while continuing local access for riders and drivers alike. The collective authority offers fixed route and shared ride service in Adams, Cumberland, Dauphin, Harrisburg City, and York counties, and shared ride service in Columbia, Franklin, Montour, Northumberland, Perry, Snyder, and Union counties.

This TAM Plan represents both the individual authorities as well as the combined authority. Due to National Transit Database (NTD) and fiscal year cycles, the complete merger will take place after this TAM Plan cycle is adopted and published. This document will refer to some of these authorities interchangeably with the city or county they primarily service – CDH and Harrisburg/Dauphin, CPTA and York/Adams. When SRTA is referenced, it is the combination of CDH and CPTA. In the previous TAM cycle, CDH was included in the Pennsylvania Department of Transportation (PennDOT)’s Group Plan.

The Authority is formed under the provisions of the Municipality Authorities Act of 1945 as amended. The current board is comprised of the following representatives: 3 York County, 2 City of Harrisburg, 2 Dauphin County, 2 Cumberland County, 1 Adams County, 1 Franklin County, and 1 Solicitor. The areas serviced by SRTA encompass three Metropolitan Planning Organizations (MPOs): The York Area Metropolitan Planning Organization (YAMPO), the Adams County Transportation Planning Organization (ACTPO), Susquehanna Economic Development Association – Council of Governments (SEDA-COG), and the Harrisburg Area Transportation Study (HATS).

TRANSIT ASSET MANAGEMENT (TAM) POLICY (Element 5.1)

To acknowledge and express SRTA's commitment to improved asset management, the SRTA board of directors has developed the following TAM Policy Statement:

The Susquehanna Regional Transportation Authority shall implement a transit asset management plan with the primary purpose of connecting the core principles of the agency with the regulatory requirements of MAP-21.

Safety will be enhanced through the analysis of lifecycle costs, and risks in correlation with other components to determine the appropriate capital prioritization. Assets that have proven to be unreliable through data-driven decision-making tools will be removed from service at a higher priority level than those of a comparable nature. Recognizing this in conjunction with the current useful life modeling will reduce the potential for unseen security challenges.

Service will be enhanced through the promotion of an office culture that prioritizes effective management business practices and tools. The employment of the TAM plan further shifts the mentality towards SMART goals. Further, the standardization of practices shall promote the opportunity for improved expertise across the agency through collaboration and coordination.

Stewardship will be enhanced as financially unstable vehicles can be given the attention at regular intervals rather than as issues are arising. This proactive model will employ quality assurance through a combination of appropriate tools, technology, and training. This has the potential to significantly reduce road calls and unscheduled maintenance to enhance resource dedication.

STATE OF GOOD REPAIR (SGR) POLICY (Element 5.2)

SRTA embraces the guidance language provided for by 49 CFR 625.17 and 49 CFR 625.41 while expanding upon elements to ensure an emphasis on mobility and accessibility of assets used to provide any element of service, as applicable.

SRTA commits to the adherence to the following criteria when making State of Good Repair (SGR) decisions. It is in the interest of the agency, public, and community at large that assets be maintained in an appropriate manner consistent with the highest standards. An asset may be utilized so long as it maintains compliance with the following four objectives:

1. If the asset is in a condition sufficient for the asset to operate at a full level of performance;
2. The asset can perform its manufactured design function;
3. The use of the asset in its current condition does not pose an identified unacceptable safety risk and/or deny accessibility; and
4. The life-cycle investment needs of the asset have been met or recovered, including all scheduled maintenance, rehabilitation, and replacements.

In any circumstances where an asset is not compliant with this language SRTA will remove this asset from service until such time the issue can be remedied.

PLAN DEVELOPMENT

The following was developed with the intention of bringing SRTA into compliance with the MAP-21 requirements regarding the transit asset management and state of good repair. While the SRTA has endeavored to maintain assets in accordance with the core principles of the agency, defined procedure is consistent with the recent guidance.

Based on the Agency's operation of 101 or more revenue vehicles in any one non-fixed route mode during peak operation, SRTA is defined as a TIER ONE provider. This is based on the NTD reported demand response directly operated category and is largely influenced by the recent and dramatic growth of operations as a coordinator of shared ride programs for several surrounding counties. As a TIER ONE provider, the SRTA is required to develop a TAM plan inclusive of all nine TAM plan elements, as indicated below. The context provided in the upcoming section is designed to provide a brief overview, similar to an executive summary, per each of the required elements. It can be viewed as a road map of the current state of SRTA's efforts and a framework for the future of the four year horizon.

“(1) An inventory of the number and type of capital assets. The inventory must include all capital assets that a provider owns, except equipment with an acquisition value under \$50,000 that is not a service vehicle. An inventory also must include third-party owned or jointly procured exclusive-use maintenance facilities, passenger station facilities, administrative facilities, rolling stock, and guideway infrastructure used by a provider in the provision of public transportation. The asset inventory must be organized at a level of detail commensurate with the level of detail in the provider's program of capital projects;”

SRTA has developed a complete and comprehensive database of assets via the PennDOT provided Capital Planning Tool (CPT). This online database provides a one stop shop for asset inventory, condition, and capital planning elements. This consolidated resource became increasingly valuable, as SRTA became the shared ride coordinator across eleven counties. The CPT has provided a template and a venue to pull inventory details from those coordinated services. While all original data sources (including the maintenance software, AssetWorks, excel workbooks kept by the finance department, and the Facility and Maintenance Plan with associated inspection forms) are maintained as a validation tool, the CPT is the primary warehouse of information required for SGR and TAM datasets.

“(2) A condition assessment of those inventoried assets for which a provider has direct capital responsibility. A condition assessment must generate information in a level of detail sufficient to monitor and predict the performance of the assets and to inform the investment prioritization;”

SRTA has historically gone by a years-and-miles model for rolling stock assets when dealing with assessments and disposal processing. The Authority has developed and implemented a method to better account for the various non-age based factors involved in evaluating the state of good repair. This process began in FY2019 and utilizes a method of age and mileage assessments for all assets.

Further, this process entails an annual assessment of all rolling stock, equipment, and facilities that have an estimated useful life of greater than five years. This determination was made to reduce the administrative burden by evaluating shorter lifespan assets that, generally, have less severe differentiation in condition. SRTA recognizes that this is not a one-size-fits-all model, and anticipates that the monitoring and evaluation process will result in future adjustments.

“(3) A description of analytical processes or decision-support tools that a provider uses to estimate capital investment needs over time and develop its investment prioritization;”

Historically, analysis of assets has been done via the experience and expertise of the maintenance staff in coordination with the finance department monitoring the age and mileage of assets – to determine appropriate replacement cycles. The CPT, provided by PennDOT, has enabled the unification of asset data warehousing with capital planning resources. Additionally, the CPT provides various reporting and decision support tools. Further, SRTA will still maintain and utilize specialized excel workbooks to delve into specific cases and to tabulate condition assessment forms when they are officially implemented. This is a process that is intended to be integrated into CPT functionality as the product reaches a more final iteration.

“(4) A provider’s project-based prioritization of investments, developed in accordance with section 625.33 of this part;”

Within the CPT is a project planner which provides a detailed breakdown of all capital projects within a given year. Within these groupings, assets are listed with key characteristics and permits for more focused analysis if the priority of a project can’t be determined based on the age, mileage, condition, or selection of other core characteristics. No matter the agency preference and modeling they are prioritized by associated fiscal years. If a backlog is set to occur and funding is not available it is possible for agency asset management staff to reassign those assets to future timelines and the system will adjust accordingly. A particularly beneficial component of this planner is the use of shadow projects, which outlines expected costs beyond the current asset cycle. This is of higher importance when reflecting on lower lifespan vehicles that may be replaced two or three times over the same lifespan of long-term assets like a heavy duty bus or facility.

“(5) A provider’s TAM and SGR policy;”

SRTA’s TAM policy was developed with the MAP-21 standards in mind while connecting the agency’s mission and values within. The policy is designed to promote agency buy-in through developing the culture of safety, stewardship, and service. Reinforcing those values throughout the TAM policy statements simply encourages a unified mentality by bringing the approval of the board to the process as well as setting a clear intent for the plan’s content.

“(6) A provider’s TAM plan implementation strategy;”

Many of the implementation approaches the SRTA has utilized, and plans to utilize in the future, are similar. The intention of the TAM plan is to formally document those processes and ensure procedural and standardized methods are applied to improve future planning. The transition away from expertise and experience through this approach along with the use of procedural, documented, and standardized workflows can only improve efficiency and effectiveness going forward.

“(7) A description of key TAM activities that a provider intends to engage in over the TAM plan horizon period;”

The first and foremost component in the implementation of the TAM plan and its functionality going forward is buy-in. Management and staff engaged in the process need to have a sense of responsibility at varying levels to ensure the long-term objectives are achieved and maintained. Once buy-in has been achieved, the communication element becomes vital. As the SRTA is a medium-large sized agency, many of those working on the TAM plan will be engaged in various other operational spheres within the agency. Keeping everyone engaged and aware of the state of the system is paramount to avoiding gaps in responsibility.

“(8) A summary or list of the resources, including personnel, that a provider needs to develop and carry out the TAM plan;”

Prior to 2018, the SRTA had not comprehensively tracked TAM activities. The software components have been resolved over the last few years, and the expansion of the service area through coordinated services has promoted challenges in dedication of staff. Working on the “many hats” dilemma that is inherent in transit agencies across the country, a major undertaking has been made to attempt to establish investments of time and responsibility within the next horizon period. As part of the key TAM activities, being sure to assign milestones and progress updates will assist in ensuring resources are properly dedicated and utilized.

“(9) An outline of how a provider will monitor, update, and evaluate, as needed, its TAM plan and related business practices, to ensure the continuous improvement of its TAM practices.”

As part of the TAM activities and resource assignment, the SRTA defined the quality assurance components necessary to incorporate this document into a state of active use. This plan is intended to be evaluated on a regular basis to determine the applicability of the various components, as well as adherence to the core principles of the document. As this is a new undertaking for the agency, it is anticipated that certain expectations and language will need to be flexible as theory is applied to operations.

Having successfully implemented the TAM program, we continue to work with and understand the data components necessary for the program. The primary challenges anticipated include the coordination of capital plan components to non-traditional capital projects or those that have historically received less attention. Rolling stock is an example of an asset category that receives considerable investment of energy and comes at the expense of other irregular, long-term capital projects such as facilities or passenger stations. It is the expectation going forward that resources are dedicated in accordance with decision support tools and prioritization, but also guarantee that all categories of the capital inventory are satisfactorily engaged.

PERFORMANCE TARGETS

While the objective of the SRTA is to assign measurement targets of zero across all categories, it is in the nature of limited resources to defer replacement of assets based on strategic planning. The targets are based on the current number of assets and equipment extending beyond their useful life benchmark (ULB) and the direction of the agency in the upcoming fiscal year. Due to the COVID-19 pandemic and supply chain shortages, there has been a slower than usual replacement cycle for vehicles in both the lead time for new vehicles and the turnaround time for disposal of retired assets. This is reflected in the performance targets.

SRTA		
Asset Category	Performance Measure	Target Percent
Rolling Stock	Age - % of revenue vehicles within a particular asset class that have met or exceeded their ULB	7%
Equipment	Age - % of service vehicles/ equipment that have met or exceeded their Useful Life Benchmark (ULB)	26%
Facilities	Condition - % of facilities with a condition rating below 3.0 on the FTA Transit Economic Requirements Model (TERM) Scale	13%

Rolling Stock

The evaluated 7% target is the goal of the agency across the rolling stock category. Current targets by category of rolling stock, such as *over the road bus*, *bus*, *cutaway*, and *van* are each individual targets of the Transit Asset Management Performance Measure Targets (A-90) report submitted to the NTD.

Equipment

Agency equipment in the forms of automobiles and trucks has a performance target of 26%. The purpose is to assist with lining up asset replacement cycles with the PennDOT estimated service life (ESL). While the ULB indicates automobiles as eight (8) year assets, SRTA intends to maintain such assets in working order for the ten (10) years defined by PennDOT. This, in turn, increases the odds that assets in this category meet or exceed the ULB prior to disposal. This target has also expanded to maintenance equipment, because SRTA has acquired pieces meeting the \$50,000 dollar threshold.

Infrastructure

Infrastructure is excluded from this document as SRTA does not operate any rail and thus does not have rail fixed-guideway, track, signals, or other systems necessary for this type of service to operate. The purpose of the inclusion of this notation is to maintain awareness of this component if circumstances would change in the future.

Facilities

CPTA is fortunate in that the administrative and maintenance facilities, passenger facilities, and parking facilities are all relatively modern and up to date. The facilities utilized by CDH are currently at a TERM score of 1, and the process of refurbishing, replacing, or relocating has begun. Upon combining CDH facilities with CPTA facilities, however, SRTA's facilities TERM average has decreased. With this in mind, the new performance target for facilities is 13%.

CAPITAL ASSET INVENTORY (Element 1)

The SRTA maintains records of capital assets in an assortment of databases across the agency and at various stages. The initial tracking of all capital assets begins with the accounting department who deals with grant management, capital prioritization, and purchase of assets at the direction of senior management. During the interim years of a capital plan, the planning, finance, and maintenance departments work hand in hand to determine prioritization within the capital capacities of future anticipated funding based on asset age, condition, and history. This is further necessitated to ensure procurements can be timed to provide the asset in accordance with the period in which the asset surpasses its estimated useful life (EUL). However, with the expansion of the ULB, this process has been adjusted to consider the extended timeframes. Each department's role fluctuates in the process but provides a central role at different stages. Procurement primarily focuses on the specification and long-term modeling of capital asset cycles. Finance coordinates those plans with grants and funding streams to ensure the resources are present or adjustments must be made. The role of the maintenance department becomes more prevalent after the procurement and taking ownership in that recordkeeping is largely maintained through the employed maintenance solution, AssetWorks. This is utilized to track asset records and schedule activities to maintain compliance with industry standards as well as promote efficient and effective care of assets. Finally, the CPT, as designed by the Bureau of Public Transportation (BPT), is utilized to maintain a collection of these financial and maintenance records for all owned assets. This is a recent initiative to improve tracking and trending of performance and financial datasets. At current, SRTA updates asset records within the CPT on a quarterly basis and the BPT performs annual audits at the start of each calendar year.

The below inventory provides a baseline understanding of SRTA's asset profile with the separate components of CPTA and CDH called out.

Number of Assets		
Asset Class	SRTA	Description of Groups
Rolling Stock		
Buses	104	Includes all active heavy-duty buses, over the road buses, and trolleybuses owned by the SRTA.
Other Passenger Vehicles	291	Includes all other active light and medium duty vehicles owned by the SRTA. Includes assets utilized in both fixed route and demand responsive services.
Equipment		
Service Vehicles	37	Includes all light duty trucks, minivans, and sedans owned by the SRTA. Includes assets utilized to indirectly deliver transit service and for administrative activities.
Maintenance Equipment	6	Includes all equipment with an acquisition value of \$50,000 or more owned by the SRTA.
Facilities		
Admin/ Maintenance Facility	4	Includes the operating facilities owned and operated by the SRTA.
Passenger Facilities	2*	Includes transit centers owned and operated by the SRTA.
Parking Facilities	2	Includes park and rides owned and operated by the SRTA.
AGENCY		
TOTAL ASSETS	511	The SRTA capital assets qualifying for TAM plan inclusion.

* Does not include bus shelters or stops with amenities.

The last in-agency audit of capital assets was done in February of 2026, the quarter following the CPT annual audit in February of 2026. These totals are based on the cumulative valuation of assets owned and operated by the SRTA across all counties.

A complete and detailed roster of assets is included in the Appendix. This will be maintained in the Capital Planning Tool and updated in this plan consistent with annual NTD reporting.

CONDITION ASSESSMENT (Element 2)

The condition assessments of the fleet are updated on a quarterly basis. At the time of the last update in January 2022, the following asset category valuation was developed. Within rolling stock, the SRTA breaks apart the categories of: *bus*, *over the road bus*, *trolleybus*, *cutaways*, *van*, and *minivan*. Equipment includes a breakdown of service vehicles, which is inclusive of *automobiles*, *vans*, and *minivans*, and maintenance equipment, of which there are currently none that apply. Finally, facilities are broken apart into *administrative/maintenance*, *passenger facilities*, and *parking facilities*.

The Authority's TAM plan for conditional assessments, has expanded beyond the age-based model and provide for inclusion of qualitative analysis that maximizes standardization. This becomes increasingly necessary for assets with longer lifespans and higher replacement costs.

The tables below indicate a baseline analysis of asset status against their ULBs and the average condition of the group. The table below shows the overall information for SRTA. As condition assessments are based strictly on the age of the asset as compared to its in-service date, this provides an indication as to the current age-based health of SRTA's fleet. Conditions indicated are based on the TERM scale of 1 to 5.

SRTA					
Performance Measure	Grouping	Total Assets	Avg. Cond.	Past ULB	% Past ULB
Rolling Stock					
<u>Age</u> – % of revenue vehicles within a particular asset class that have met or exceeded their ULB.	Overall	387	2	21	5%
	OVER-THE-ROAD BUS (BR) – 14 years	8	1.25	2	25%
	BUS (BU) – 14 years	94	1.75	7	0%
	CUTAWAYS (CU) – 10 years	226	2.09	11	5%
	VANS – 8 years	65	2.11	1	1%
Equipment					
<u>Age</u> – % of vehicles that have met or exceeded their ULB.	Overall	34	1.25	18	52%
	MAINTENANCE EQUIPMENT	6	1.50	0	0%
	AUTOMOBILES – 8 years	37	1.00	5	45%
Facilities					
<u>Condition</u> – % of facilities with a condition rating below 3.0 on the FTA TERM Scale.	Overall	8	4.75	1	12%
	ADMINISTRATIVE / MAINTENANCE FACILITIES	4	1.00	1	100%
	PASSENGER FACILITIES	2			
	PARKING FACILITIES	2			

The complete detail of the condition assessments is provided in the [Appendix](#) and updated annually with the NTD reporting cycle, similar to the inventory.

DECISION SUPPORT TOOLS (Element 3)

SRTA utilizes a diverse array of decision support tools that have been established within the agency over time. The table below can be reviewed for a summary of major documentation utilized in day-to-day operations that assist with the achievement of TAM objectives.

Resource	Narrative Description
Plans	
SRTA TAM Plan	The Authority's TAM plan is a document containing the core structure utilized in the establishment of state of good repair objectives and planning as required by the rulemaking. This document is to be utilized by finance, planning, and the maintenance department to ensure proper stewardship of resources and a standardized approach to maintaining the agency's diverse assets. Further, it assists with strategic planning regarding funding and future development.
SRTA Maintenance Plan	The Maintenance Plan is specifically associated to the maintenance of fleet rolling stock. This document details all policies and procedures related to Authority-owned vehicles. It includes: maintenance department responsibilities, vehicle maintenance practices and service standards, inspection procedures, inspection checklists, and other assorted functions associated to the appropriate maintenance and documentation of rolling stock activities.
SRTA Twelve (12) Year Capital Needs Plan	SRTA tracks major, planned capital program items over twelve fiscal years and reviews this resource on a bi-annual basis along with the TIP cycles to determine applicability and changes that may have occurred. This document provides a listing of all major projects as well as a narrative, project type, and anticipated funding sources along with values by source. The next update is scheduled for 2024. A subset of the Twelve-Year Capital Needs Plan is the Four (4) Year Horizon Capital Prioritization Plan, which looks at the upcoming four years.
SRTA Facilities and Equipment Maintenance Plan	The Facilities and Equipment Maintenance Plan was developed as a companion document to the Maintenance Plan that was specific to rolling stock. Some of the major components of this document include responsibility assignment, facility maintenance standards, the facility inspection process, schedules, inventory of facility components, vendor contacts, and inspection checklists.

Manuals	
SRTA Purchasing Policies and Procurement Manual	The Purchasing Policies and Procurement Manual is the resource guide utilized within the agency that guides procurement of all types. This document provides assistance relative to responsibilities, procedures, sample forms, and legal requirements associated to federal, state, and local requirements.

Resource	Narrative Description
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Metropolitan Planning Organizations	
Metropolitan Planning Organization Transportation Improvement Program (MPO TIP)	The Metropolitan Planning Organization Transportation Improvement Program is a list of upcoming transportation projects covering a period of at least four years. The TIP includes capital and non-capital surface transportation projects, bicycle and pedestrian facilities and other transportation enhancements, Federal Lands Highway projects, and safety projects included in the State's Strategic Highway Safety Plan. The TIP should include all regionally significant projects receiving FHWA or FTA funds, or for which FHWA or FTA approval is required.
Maintenance Software	
PennDOT Capital Planning Tool (CPT) – Online Database	The CPT was developed by PennDOT preemptively to assist with the asset management requirements of both the state and, as it has expanded, the federal asset management programs. This resource provides a variety of tools and functionality that assist individual transit agencies. It is primarily a database of all capital assets but provides basic business intelligence tools through reporting modules and a capital planning element for long-term investment strategizing. It also assists with associating potential funding sources to long-term projects to better understand an agency's current status and potential.
AssetWorks	AssetWorks is the current software package used by the Maintenance Department. It is Fleet Management software used to track asset data, manage performance, and report on our fleet. We will be adding the ability to track Facilities and Equipment, making it a complete Enterprise Asset Management software package.
ERP Software	The authority is in the process of moving to a comprehensive ERP software that will effectively aggregate data from other software and departments. It will become the primary source of truth for asset-related data.

Application of Decision Support Tools

At a minimum, the process of investment planning is an annual affair that begins with the budget process. Once a baseline budget is established, senior management staff meets together to both discuss the appropriateness of those budgeted values by department and have an opportunity to present capital objectives and needs. This process ensures that all departments are aware of both the process and the status of the agency as a whole. From this stage, prioritization is done by coordination of the Executive Director, and Senior Data Manager. The initial stage's input is utilized to make adjustments and set preliminary targets. This process entails a deeper analysis of the Capital Program, the MPO Transportation Improvement Program (TIP), and other state and federal funding opportunities.

Once a preliminary draft has been developed, the maintenance department utilizes the analytical resources of the above such as AssetWorks, the CPT, and previous reporting datasets like the NTD. This tends to be where adjustments to processes, policies, and Standard Operating Procedures develop. This practice entails a detailed review of the various manuals indicated above to ensure that departments are adhering to their own standards in procurement as well as legally mandated ones. As the legally mandated components can change, it is paramount to maintain accurate and current documents. This is also the opportunity to expand beyond current documentation and clarify any ambiguity in the process.

Maintenance then utilizes this information to coordinate with departments to evaluate priorities and specifications that will be used in the procurement process. This assists with providing a final, clear list of projects that can be associated with the revised Capital Program. The Executive Director and Senior Data Manager ultimately use this information to finalize and update the annual capital plan. The process proceeds to implementation as procurement begins based on the defined timelines and funding availability. The conclusion of the cycle involves project implementation and monitoring. This is primarily done through those same resources that were analyzed to determine the planning prioritization before such as the maintenance software, AssetWorks, or other more flexible datasets such as excel workbooks.

Throughout this process, one of the core elements to be addressed is consistency and reliability of information. As changes occur to procedures and policies, it is paramount to ensure that change is disseminated to the appropriate audience. That is partially why this process is viewed as cyclical – as the intention is to constantly feed information through the pertinent departments to maintain cognizance for responsible parties. Further, this constant ‘review and revise’ mentality assists with improving decision making that is backed by evidence and data rather than solely expertise.

PROJECT-BASED PRIORITIZATION (Element 4)

SRTA uses a coordinated, multi-level planning approach that incorporates input from executive staff and department managers to guide capital investment decisions and prioritization. The highest level of this process is the Twelve-Year Capital Needs Plan. This plan establishes a long-term framework for identifying system needs, accommodating anticipated growth, and managing asset replacement cycles. The first four years of this plan emphasize defined, high-confidence projects. The remaining years project needs based on lifecycle forecasting, condition assessments, and expected expansion.

The aforementioned initial four years of the Twelve-Year Capital Needs Plan is also the framework for the Four-Year Capital Prioritization Plan. This reflects the agency’s prioritized investments within the TAM horizon period. This plan integrates planning, procurement, and financial strategies with executive direction, ensuring that projects are both actionable and aligned with funding expectations. This confirms the initial years of the Twelve-Year Capital Needs Plan as realistic, fundable, and properly sequenced. The Four-Year Capital Prioritization Plan is updated biennially in conjunction with updates to the State Transportation Improvement Plan (STIP/TIP)

To further strengthen implementation and accountability, SRTA maintains a Two-Year Capital Implementation Plan that provides a highly detailed, project-level roadmap for short-term execution. This plan includes:

- Specific asset replacement and rehabilitation projects
- Defined project scopes, cost estimates, and funding sources
- Procurement timelines, including key milestones
- Assigned project managers and responsible departments
- Risk considerations, including supply chain constraints and funding dependencies

The Two-Year Capital Implementation Plan is updated annually and serves as the agency's primary tool for translating strategic priorities into executable actions. It ensures that critical state-of-good-repair needs are addressed in a timely manner while maintaining compliance with TAM performance targets.

Finally, all department managers and executive staff are given the opportunity to submit anticipated capital needs through the annual budgeting process. These requests are reviewed and prioritized by the Executive Director and Senior Data Manager, who evaluate them based on urgency, alignment with TAM goals, and available funding. This structured approach ensures that capital investments are both strategically aligned and fiscally feasible across all planning horizons.

Projects are to be prioritized via formal submission which indicates a level of detail necessary to compare it against other capital needs in the near-term. A template of the Capital Request Form for the purpose of standardizing the required details necessary for a request is included in Appendix A.2. As indicated in the template, prioritization is based on the following in order of priority:

- Required: Work stoppage will occur; there is no workaround, or contractual requirement.
- Significant: High impact to capacity, workaround is excessive due to time or cost.
- Moderate: Moderate impact to capacity, workaround results in some increased time or cost.
- Minor: Minimal impact to capacity, workaround possible and relatively limited difference.
- Low: System nuisance or administrative change, no notable impact.

This Capital Request Form allows the Authority to use this baseline prioritization and compares it with the language of 49 CFR 625.33 required elements for consistency with agency TAM/SGR Policy and guidance. The current four (4) year horizon capital prioritization plan is included in Appendix A4.

At a minimum, finance staff reviews the Twelve-Year Capital Plan and 4-Year Plan on an annual basis proximate to the annual budgeting cycle. This analysis is indicated by the annual updates to these associated plans. These finalized plans are updated annually in the CPT. Currently, the Authority uses this tool to assist with prioritizing efforts over the horizon period of four (4) years for high priority elements such as rolling stock, equipment, and facilities.

At the core of this process, the Authority will prioritize projects that impact the capacity of the agency to perform its core mission and services as indicative by the prioritization groupings. This prioritization is consistent with the referenced requirements of 49 CFR 625.33.

Once ERP system is implemented, this process will be automated in a workflow in the software.

IMPLEMENTATION STRATEGY (Element 6)

The Authority's intention is to tie current practices with enhanced and standardized procedures. The goal of which is compliance with TAM requirements and also provide an effective program with an overall low administrative burden consistent with the stewardship objective of the agency mission. The implementation strategy identified within the current agency structure is broken down into four key categories: acquisition, maintenance, overhaul and rehabilitation, and risk management. Each has specific criteria and components relative to the SGR categories of rolling stock, equipment, and facilities.

Acquisition focuses on the criteria and process through which assets are procured and replacement cycles are established. The table below includes a detailed breakdown of the general philosophy and guiding language employed across the asset categories.

Asset Management Approach: Acquisition	
CLASS	DESCRIPTION
Rolling Stock	
Buses <i>(Bus, Commuter Bus, Trolleybus, and Cutaway)</i>	<ul style="list-style-type: none"> Authority owned medium and heavy duty buses fluctuate in EUL ranging from 10 year / 350,000 mile vehicles to 12 year / 500,000 mile vehicles. As per the state initiative and expansion of Compressed Natural Gas (CNG) SRTA is striving to replace diesel and hybrid diesel assets with CNG-equipped fleet. Asset planning is over a twelve year horizon period with the 4-Year Capital Plan containing the immediate 4-year term estimate.
Other Passenger Vehicles <i>(Cutaways, Minivans, and Vans)</i>	<ul style="list-style-type: none"> Authority owned light duty assets, vans, and minivans have an EUL of 5 year / 150,000 miles or 4 year / 100,000 miles. The Authority will phase out any light and medium duty assets utilizing diesel in favor of gasoline and balance fleet composition for CDL and Non-CDL needs. Asset planning is over a twelve year horizon period with the 4-Year Capital Plan containing the immediate 4-year term estimate.
CLASS	DESCRIPTION
Equipment	
Service Vehicles <i>(Automobiles, Trucks, SUVs, and Vans)</i>	<ul style="list-style-type: none"> Authority owned service vehicles range from sedans, SUVs, and light-duty trucks all with a 4 year / 100,000 mile EUL. Assets will be replaced consistent with their EUL. Maintenance equipment will be replaced as per manufacturer recommendations and after EUL, as defined by the cognizant agency. Forecasting is done annually based on budget and capital planning.

Maintenance Equipment	<ul style="list-style-type: none"> Authority maintenance equipment will be replaced as per manufacturer recommendations and after EUL, as defined by cognizant agency and funding. Forecasting is done annually based on budget and capital planning.
Facilities	
Admin/Maintenance Facilities	<ul style="list-style-type: none"> Authority replacement, expansion, or disposition of facilities is consistent with the guidance of FTA C 5010.1E. Planning for replacement or expansion is planned several years in advance and is included in the 4-Year Capital Plan.
Passenger Facilities	
Parking Facilities	

The second stage is the process through which the agency ensures vehicles are maintained in a state of good repair, consistent with the standards defined by this plan and TAM guidance. In order to achieve that result the Authority must recognize that maintenance, both preventative and unplanned, must have a standard method of approach.

Asset Management Approach: Maintenance		
DESCRIPTION	INTERVAL	DESCRIPTION
Rolling Stock		
General Cleaning & Fueling	Daily	General wipe down and cleaning of interior followed by exterior wash before parking in barn.
Deep Clean & Detailing	As needed	Involves removal of seats, steam cleaning, and targeted deep clean processes.
Pre-Trip Inspection	Daily	General safety and vehicle operating capacity inspection prior to service inclusive of brakes, steering, lights, horn, wipers, wheels, equipment, and mirrors.
Post-Trip Inspection	Daily	A general visual safety inspection of the interior and exterior of the asset at the conclusion of daily service upon return to the barn.
PM Inspection (A)	5000/6000 mile interval*	Regular preventative maintenance process, as defined by PM checklists.
PM Inspection (B)	10k/12k mile interval*	Regular preventative maintenance process, as defined by PM checklists. Specialty tasks indicated by PM-B labeling.
PM Inspection (C)	30k/36k mile interval*	Regular preventative maintenance process, as defined by PM checklists. Specialty tasks indicated by PM-C labeling.
State Inspection	Annually	State mandated safety inspection.
TAM Condition Assessment	Annually	Conditional assessment of key components inclusive of body (interior and exterior), accessibility features and equipment, mechanical, and electrical components on a TERM scale. This is only employed on assets with a life span greater than five (5) years.

ADA Equipment	With Driver Pre-/Post-Trip	Inspection of wheelchair, kneeler, annunciator (if equipped), signage (if equipped) and any other specialized equipment.
Camera System	During PM inspections	Inspection of mounting, camera lenses, and functionality.
Radio System	During PM inspections	Inspection of mounting and functionality.
CAD/AVL/ITS (if applicable)	During PM inspections	Inspection of connected systems and full functionality.
Fareboxes (if applicable)	As needed	Inspection of mounting, vault, and trim.
Vermin Treatment and Sanitization	As needed	SRTA maintains equipment to heat buses to exterminate and sanitize interior as needed.
DESCRIPTION	INTERVAL	DESCRIPTION
Equipment		
General Cleaning & Fueling	Daily	General wipe down and garbage removal.
Deep Clean & Detailing	As needed	Bus wash and interior deep-clean or vacuuming.
State Inspection	Annually	State mandated safety inspection.
TAM Condition Assessment	Annually	Conditional assessment of key components inclusive of body (interior and exterior), accessibility features and equipment, mechanical, and electrical components on a TERM scale. This is only employed on assets with a life span greater than five (5) years.
Facilities		
Facility Inspection A	Monthly	Regularly scheduled facility and mission critical equipment inspections, as defined by Facility Inspection checklists.
Facility Inspection B	Bi-Monthly	Regularly scheduled facility and mission critical equipment inspections, as defined by Facility Inspection checklists.
Facility Inspection C	Quarterly	Regularly scheduled facility and mission critical equipment inspections, as defined by Facility Inspection checklists.
Facility Inspection D	Semi-Annually	Regularly scheduled facility and mission critical equipment inspections, as defined by Facility Inspection checklists.
Facility Inspection E	Annually	Regularly scheduled facility and mission critical equipment inspections, as defined by Facility Inspection checklists.

Facility Inspection - Extended Facilities	Quarterly	Regularly scheduled facility and mission critical equipment inspections for support facilities such as stations and parking facilities.
Storm Water Management Inspection	Annually	Scheduled storm water management system safety and functionality assessment.
Preventative Maintenance	Variable**	Contracted vendor performed maintenance if visual inspection notes defect or on regular schedule in accordance with Facility Maintenance Plan.
TAM Condition Assessment	Annually	Conditional assessment of key components inclusive of major elements in Facility Inspection list on a TERM scale. This is only employed on assets with a life span greater than five (5) years.

While the authority does not currently employ overhauls or rehabilitation methods, on the whole, identifying how that process would be utilized is established in the following. The decision to not employ overhauls or rehabilitation is largely based on historical precedent in which rehabilitated or overhauled assets did not maintain adequate condition for the extension of life required by the practice.

Asset Management Approach: Overhaul & Rehabilitation		
CATEGORY	CLASS	DESCRIPTION
ROLLING STOCK	Buses	The Authority will repair damaged or non-functional assets and components. The Authority does not currently overhaul or rehabilitate its assets, unless additional specific funding is obtained from state or federal sources, and the asset is not eligible for replacement according to FTA's estimated useful life requirements as defined in FTA C 5010.1F. Assets are otherwise replaced if the EUL has been met OR the asset is considered a total loss by insurance and early disposal is approved by the cognizant agency.
	Other Passenger Vehicles	
EQUIPMENT	Service Vehicles	
	Maintenance Equipment	
FACILITIES	Admin/Maintenance Facilities	
	Passenger Facilities	
	Parking Facilities	

The final procedural stage in the life of an asset is risk mitigation. This process entails a recognition of full-circle elements associated to the asset, inclusive of planning and procurement through disposal of assets. As variable risk is present at all levels, it is the philosophy of the agency to recognize potential challenges and attempt to mitigate any impact to the fullest extent.

Asset Management Approach: Risk Management	
CATEGORY	CORRECTIVE/REMEDIAL ACTION
Financial Risk - Substantial loss of federal funding.	Seek support from state or local funding partners.
	Reduce or re-evaluate projects utilizing associated funding.
	Delay disposal of assets via extension of estimated useful life.

	Transition reserve funds, as available, or seek short-term credit opportunities.
	Consolidate maintenance and operational procedures to maintain minimum standards of operation.
Financial Risk - Substantial loss of state funding.	Seek support from federal and local partners.
	Reduce or re-evaluate projects utilizing associated funding.
	Delay disposal of assets via extension of estimated useful life.
	Transition reserve funds, as available, or seek short-term credit opportunities.
	Consolidate maintenance and operational procedures to maintain minimum standards of operation.
Financial Risk - Substantial loss of local/TIP funding.	Seek support from federal, state, and potential regional partnerships.
	Reduce or re-evaluate projects leveraging local funding.
	Delay disposal of assets via extension of estimated useful life.
	Transition reserve funds, as available, or seek short-term credit opportunities.
Financial Risk - Unforeseen Costs or Schedule Delays	Seek financial assistance from cognizant agency (ies).
	Seek design changes to reduce anticipated costs while maintaining original scope.
	Reduce or delay implementation of non-essential functionality.
	Terminate agreement, re-scope, and rebid.
CATEGORY CORRECTIVE/REMEDIAL ACTION	
Operational Risk - Natural Disaster or Catastrophic loss.	Employ agency SSEPP.
	Seek aide from partner agencies.
	Establish short-term alternatives and consolidate services.
Operational Risk - Supply Disruption (Parts & Fuel)	Seek financial assistance from cognizant agency (ies).
	Utilize private sector fuel supply as available.
	Utilize third-party agreements and partnerships for irregular fuel needs (i.e. CNG).

KEY TAM ACTIVITIES (Element 7)

The Authority recognizes TAM activities in two major categories. The first of which is in an annual cycle where activities documented in the implementation strategy are employed and the planning cycle is documented. As the activities and schedule for maintenance are documented elsewhere, the annual cycle provided in this section specifically focuses on the annual planning calendar for capital projects.

The second way that the Authority views TAM activities is on a broader, long-term calendar consistent with the four-year horizon period. These activities include components of the annual planning process in consideration of the other requirements of 49 CFR 625 and the TAM plan. Specifically, it focuses on recognition of core elements by year and points to the expanding requirements of upcoming years, such as the expansion of the TAM narrative reporting.

Annual Cycle

ANNUAL CAPITAL PLANNING CYCLE	
ELEMENT	PROCESS DESCRIPTION

1	Semi-annual updates of capital assets included in the CPT. These updates note changes to service status, condition, and mileage. Any discrepancies are resolved through coordination between planning, maintenance, and operations staff.
2	Annual management budgetary meetings to discuss and determine prioritization planning over the upcoming state fiscal year (July 1 - June 30). Prioritization is based on elements that are mission critical and relative to service, safety, and stewardship.
3	Development of an unconstrained Program of Projects. Senior Data Manager and Executive Director have access to evaluate proposed projects for the upcoming fiscal year.
4	Entering of preliminary capital projects into the Capital Planning Tool for capital project planning requests. This stage involves coordination with federal, state, and local funding partners to validate anticipated funding and need.
ELEMENT	PROCESS DESCRIPTION
5	Post review by funding partners and finalize anticipated funding. This list is consolidated and prepared in the annual work plan.
6	The annual work plan is presented to the Board of Directors for approval of local funding. The annual work plan indicates key capital projects and anticipated funding sources.
7	Staff meeting discussions regarding the constrained funding so departments have feedback in finalization of investment prioritization.
8	The Executive Director makes final determinations as to project prioritization based on staff feedback.
9	Revision of CPT capital projects to constrained plan and adjustment of unfunded projects into upcoming years.
10	Following the submission of the constrained plan funds are awarded.
11	Processing of procurement drafting, solicitation, and award commences. Purchasing procedures and standards based on SRTA Purchasing and Procurement Manual and applicable regulatory guidance.
12	Project implementation and monitoring to ensure project maintains intended scope of capital investment and adequate project management consistent with regulatory requirements. This process entails project meetings for procurement elements and is a reoccurring subject in weekly senior staff meetings.

Four Year Horizon

FOUR (4) YEAR HORIZON CORE TAM ACTIVITIES		
State: (FY) July 1-June 30 Federal: (FFY) October 1-September 30		
ACTIVITIES	HORIZON	DEADLINE
1. Asset service, condition, and mileage annual update for CPT. 2. Request capital request submissions from department heads. 3. Review and evaluation by Executive Director and Senior Data Manager. 4. Finalize unconstrained plan and requests input into TrAMS and CPT. 5. Board approvals of annual management work plan.	YEAR 1	January– August 2027
1. Complete and submit Report FFY27 Asset Modules on NTD. 2. Complete and submit TAM Narrative Report (FFY273). 3. Review, Revise, and submit Transit Asset Management Performance Measure Targets (FFY284).	YEAR 1	October 2027
1. Asset service, condition, and mileage annual update for CPT. 2. Request capital request submissions from department heads. 3. Review and evaluation by Executive Director and Senior Data Manager. 4. Finalize unconstrained plan and requests input into TrAMS and CPT. 5. Board approvals of annual management work plan.	YEAR 2	January– August 2028
1. Complete and submit Report FFY28 Asset Modules on NTD. 2. Complete and submit TAM Narrative Report (FFY28). 3. Review, Revise, and submit Transit Asset Management Performance Measure Targets (FFY29).	YEAR 2	October 2028
1. Asset service, condition, and mileage annual update for CPT. 2. Request capital request submissions from department heads. 3. Review and evaluation by Executive Director and Senior Data Manager. 4. Finalize unconstrained plan and requests input into TrAMS and CPT. 5. Board approvals of annual management work plan.	YEAR 3	January– August 2029
1. Complete and submit Report FFY29 Asset Modules on NTD. 2. Complete and submit TAM Narrative Report (FFY29). 3. Review, Revise, and submit Transit Asset Management Performance Measure Targets (FFY30).	YEAR 3	October 2029
1. Asset service, condition, and mileage annual update for CPT. 2. Request capital request submissions from department heads. 3. Review and evaluation by Executive Director and Senior Data Manager. 4. Finalize unconstrained plan and requests input into TrAMS and CPT. 5. Board approvals of annual management work plan.	YEAR 4	January– August 2030
1. Review, and revise Transit Asset Management Plan. 2. Complete and submit Report FFY30 Asset Modules on NTD. 3. Complete and submit TAM Narrative Report (FFY30). 4. Review, Revise, and submit Transit Asset Management Performance Measure Targets (FFY31).	YEAR 4	October 2030

RESOURCES AND RESPONSIBILITIES (Element 8)

The TAM plan has an extensive reach inclusive of nearly all departments within the Authority. For a TAM plan to be effective this is an essential component to encouraging buy-in and understanding associated to the process. The following will provide an evaluation of key responsibilities assigned to given departments, the accountable individual(s) within that focus area, and some of the core tasks to be completed.

RESOURCES NECESSARY TO CARRY OUT TAM PLAN		
DEPT	ROLES	TAM ROLE / RESPONSIBILITIES
Executive Team	Executive Director	<ol style="list-style-type: none"> 1. Accountable Executive who is ultimately responsible for all key TAM related activity completion. 2. Evaluation on unconstrained and constrained capital plans. 3. Provide direction as to long-term capital strategy of the Authority. 4. Coordination with planning partners, such as MPO.
Board of Directors	Board Members	<ol style="list-style-type: none"> 1. Adoption of TAM plan. 2. Approval of capital plans and annual management work plans. 3. Provide guidance as to long-term capital strategy of the Authority.
Maintenance	Chief Maintenance Officer	<ol style="list-style-type: none"> 1. Adherence to PM and general maintenance related activity schedule and procedures. 2. Completion of the annual TAM conditional assessment, as applicable. 3. Evaluation of disposal priority and replacement asset configurations.
Finance	Chief Financial Officer, Senior Data Manager	<ol style="list-style-type: none"> 1. Solicitation, collection, and preparation of capital requests. 2. Drafting of unconstrained plan. 3. Updating of 4-Year Capital Plan. 4. Submitting of capital funding requests. 5. Executing capital funds. 6. Compiling, and submitting of NTD reporting package.
Operations	Chief Operating Officer, Safety & Training, Vehicle Operators, Dispatch	<ol style="list-style-type: none"> 1. Timely reporting of in-operation failures. 2. Training of personnel in proper operation of equipment and subsystems. 3. Ensuring asset assignments are consistent with route design and structure.
Planning	Planning Manager, Planner,	<ol style="list-style-type: none"> 1. Analysis of fleet sizing and schedule for upcoming capital investments. 2. Compilation, analysis, and submission of NTD Asset and Service modules. 3. Updating of TAM Plan language to maintain consistency with practice. 4. Preparation of annual TAM Performance Targets. 5. Updates of the annual condition and inventory reports in the Appendix. 6. Preparation of TAM Narrative. 7. Preparation of procurement language and specifications.

EVALUATION PLAN (Element 9)

Monitoring

The Accountable Executive is ultimately responsible for the maintenance and implementation of the plan. Any delegation of responsibilities in the form of reporting, updating, or analysis of required elements shall maintained in the Resources and Responsibilities section.

Reporting

The Authority shall maintain all supporting TAM Plan records and documents. The Authority shall make the Plan records available to Federal (FTA), State (PennDOT) and MPO's entities that provide(s) funding to the Authority upon request, and to aid in the planning process. The Authority shall report, on an annual basis, to the FTA's NTD all required forms, inclusive of those additional asset forms relative to Transit Asset Management.

Per NTD requirements, because the Authority's fiscal year ends on 6/30/2026, annual TAM data reporting to NTD shall be completed by the Authority by the last business day of October of each calendar year. If a NTD filing extension is required for any reason, an extension letter must be filed with NTD by October 31st.

Updates

The TAM Plan is a "living document" that shall be reviewed on at least an annual basis. This document shall cover a "horizon period" of time (10/1/2026 to 9/30/2030) beginning with the completion of the plan in 2026. This plan shall be amended during the four-year horizon period when there is a significant change to staff, assets, and/or operations occurring at the Authority. Board approval will NOT be necessary unless TAM or SGR policy changes occur.

APPENDIX

A.1 Organizational Chart (last updated FY2026)

A.2 Capital Request Form (last updated FY2026)

A.3 Conditional Assessment Form (last updated FY2026)

A.3.1 Rolling Stock

A.3.2 Facilities

A.4 Four-Year Capital Plan & Prioritization (last updated FY2026)

A.5 Asset Inventory and Condition Assessment (last updated FY2026)

A.5.1 Rolling Stock

A.5.2 Service Vehicles (Non-Revenue)

A.5.3 Equipment

A.6 Facilities Inventory and Condition Assessment (last updated FY2026)

A.6.1 Facilities Inventory

A.6.2 Facilities Condition Assessments