



TAM Governance Journey at Iowa DOT - John Selmer, P.E.
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Iowa's History

Genesis of TAM

- In the mid to late 90's, Iowa was in a leadership position
- Iowa DOT Director Darrel Rensink, National Leader on Asset Management, 1996
- Use of pavement management system for preservation strategies
- Investment in LRS as enabling technology

Into the dark ages

- leadership change in late 1990's derailed initial efforts
- Focus on constructing four lane corridors
- Discontinued use of thin maintenance treatments
- "Worst First" prevailed

Initial Steps

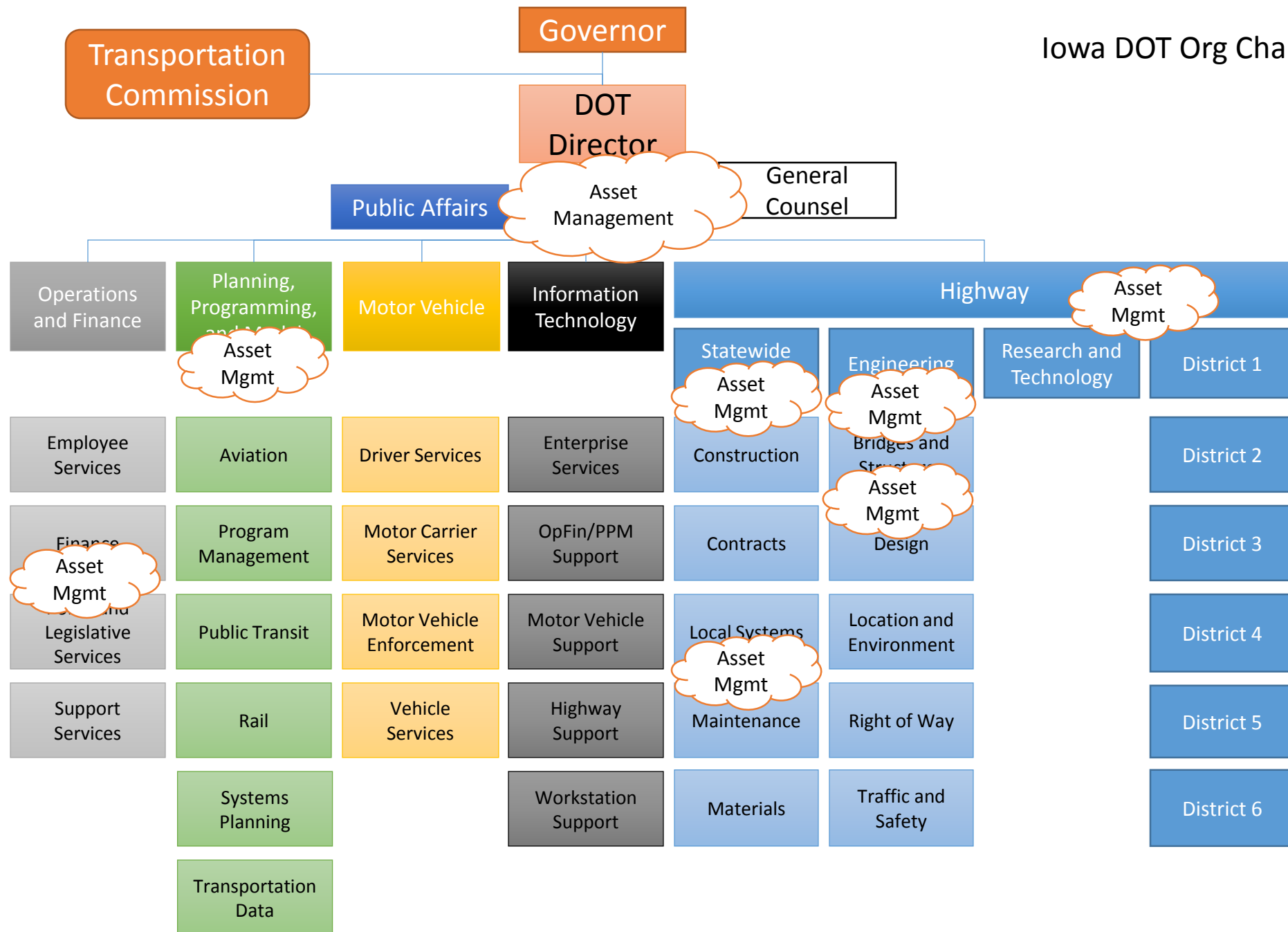
- NHI Training, Self-assessment
- Conferences, committees
- Champion identified and committees created
 - Committee formed to review TAM implementation, and immediately it became clear that we were **talking about a cultural change**

Directive: “Build a world-class asset management system”

Okay... now what?

Evolution

- In 2011, Director Trombino appointed a TAM champion to spearhead implementation
- Committee formed to review TAM implementation, and immediately it became clear that we were talking about a cultural change
- Where does TAM go?



Supporting Organizational Change

- Formed the Performance and Technology Division in 2012
- Incorporating
 - Organizational Improvement
 - Strategic Communications
 - Research and Analytics
- Aid agency focus on becoming “Getting you there safely, efficiently, and conveniently”



TAM Tour 2013

- FHWA Technology Transfer project
- Four State Visits
 - New Jersey
 - New York
 - Utah
 - Georgia
- States with existing or developing TAMPs
- Look at agency culture issues linked to success



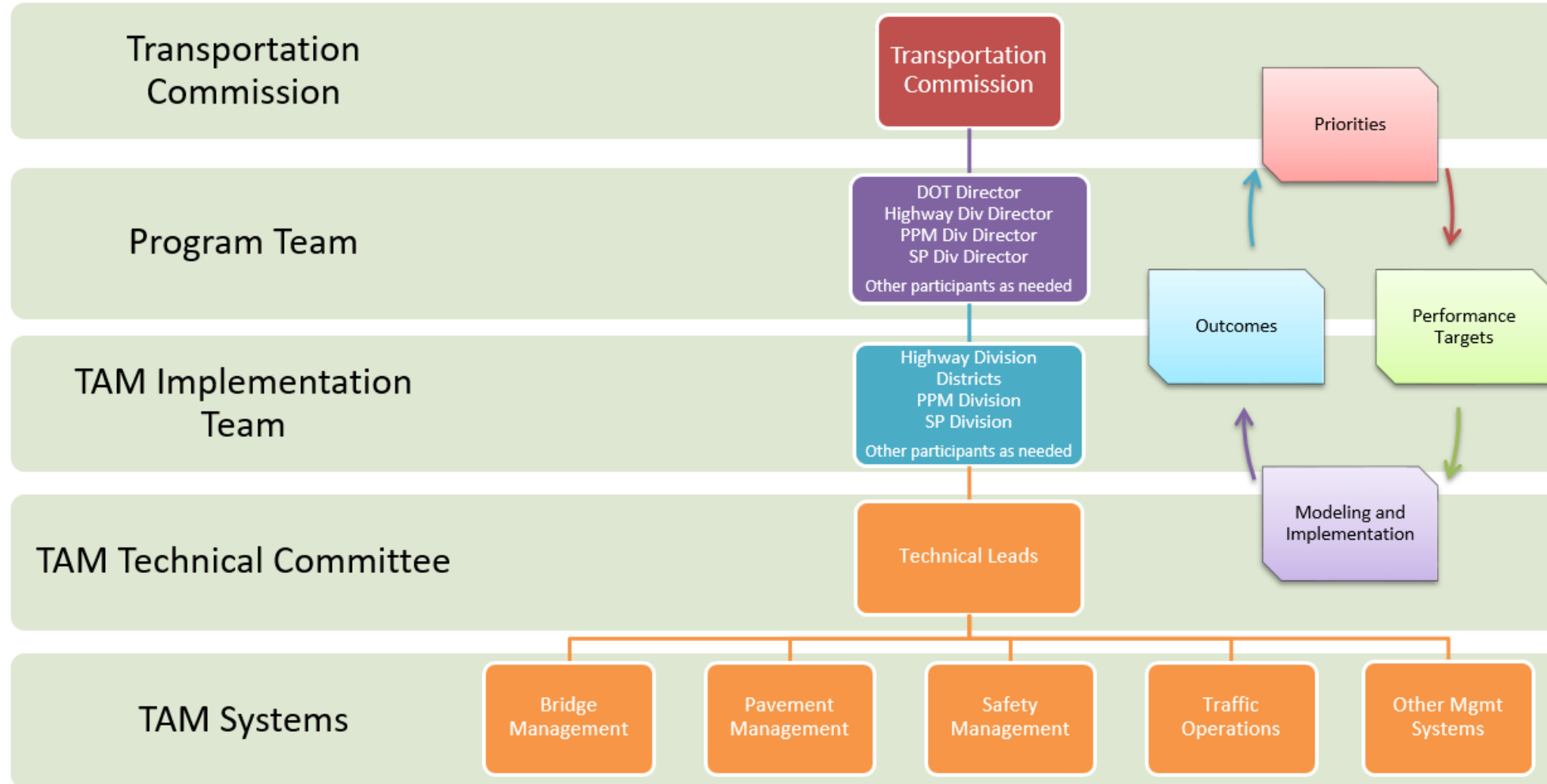
TAM Tour 2013

- Success Factors
 - Clear charter for the committee developing TAMP
 - Engaged executives supporting TAM
 - Strong project manager to move things forward
 - Develop specific treatment programs by asset class to allow for “quick wins”
 - Supportive policies
- Watch Out For
 - Staffing too thin or too reliant on a single individual
 - Lack of clear support from the top
 - Getting too focused on data collection – stay out of the weeds!
 - Restrictive policies

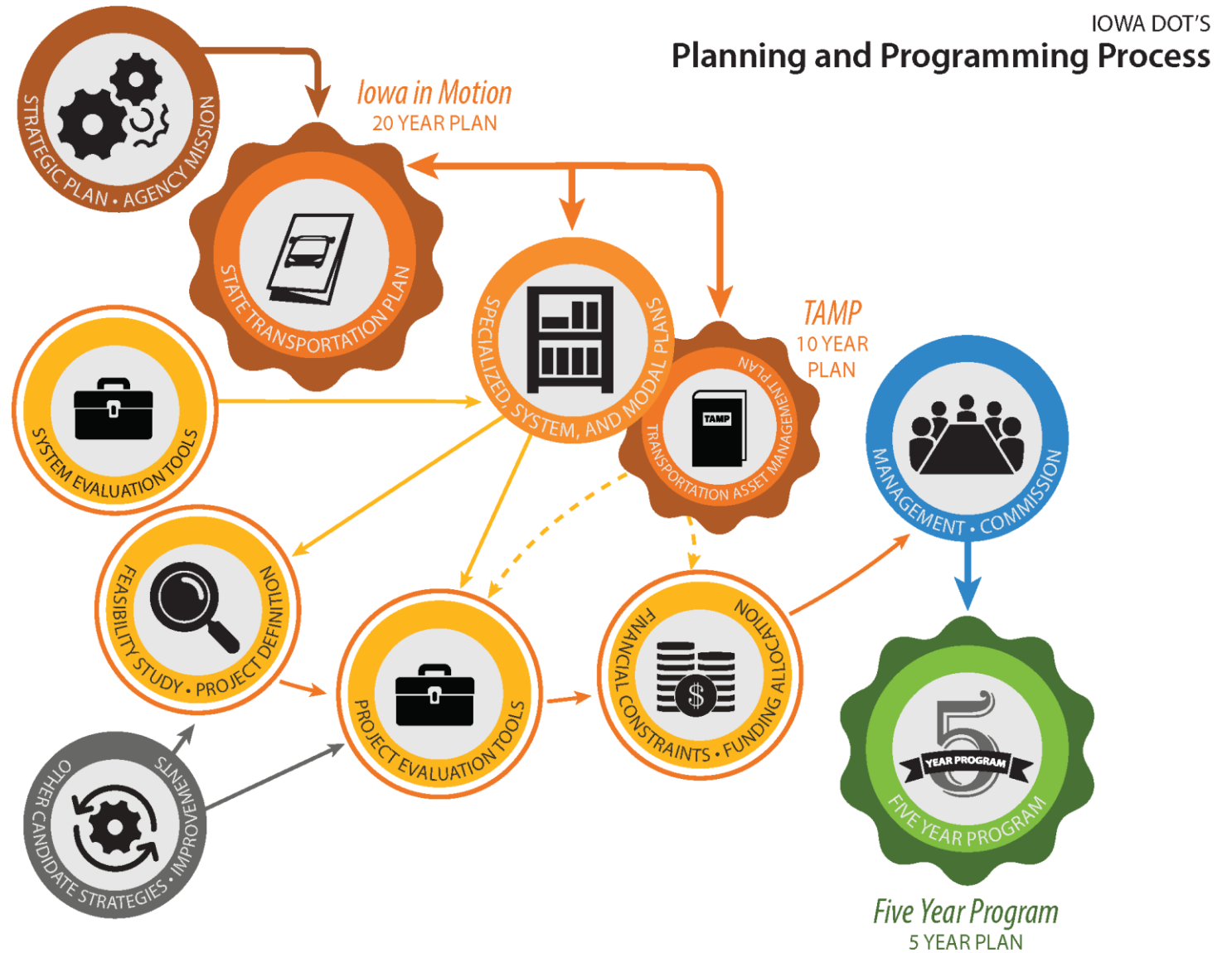
Iowa's First TAMP

- Steering Committee formed in mid-2014
 - Time-limited group – once TAMP done they were done
- TAMP completed in late fall of 2016 (just as rules became final)
- Was never intended to meet all of the federal requirements – but rather to help us learn
- Along with the Gap Analysis done around the same time, led to the creation of our TAM Governance Structure

Iowa DOT TAM Governance Structure



Where do TAM governance structures and processes fit in the big picture?





Charge of TAM Implementation Team

- Design a governance structure and a process that:
 - Adds transparency, aligns tools and plans, incorporates appropriate stakeholders
 - Defines roles and responsibilities of stakeholders
 - Is adaptable over time as technology, initiatives, and priorities change
 - Incorporates risk management into the prioritization process
 - Considers performance targets and proposes funding levels to achieve those targets



The Adventure Continues

- Working to broaden the base - help more parts of the agency understand their role in this
- Balancing the need to satisfy the federal requirements with our own priorities for enhancement
- How to transition TAM from a **change initiative** to just be **the way we do business**



Thank You

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