

Transportation Asset Management Webinar Series

Webinar 81

Organization, Leadership, and Culture Change

Sponsored by FHWA and AASHTO



July 15, 2026

Welcome!

- Today is the **81st** webinar in our bimonthly series, held on Wednesdays at 2:00 PM ET
- Webinars cover a variety of topics with a performance management focus
 - You will be able to find the materials from this webinar on the TAM Portal: <https://www.tam-portal.com/event-directory/tam-webinars/>
- We are always welcoming ideas for webinar topics and presentations!
- Use the webinar chat to submit questions for today's presenters and ideas for future webinars

The screenshot shows the TAM Webinars page on the Transportation Management Hub website. The page has a blue header with navigation links: Transportation Management Hub, TPM Portal, ERM Portal, Resources, Tools, Events, Community, and About. Below the header, the title "TAM WEBINARS" is displayed. A description states: "Since 2012, FHWA and AASHTO have sponsored a webinar series addressing topics in transportation asset management including financial planning, risk management, tradeoff analysis, data management, integration of MAP-21 plans, and more. Webinars feature transportation practitioners sharing lessons learned and providing demonstrations of the TAM tools and methods that are helping to expand the impact of asset management at DOTs nationwide. Register here for upcoming webinars." The page includes a search bar with "Search" and "Reset" buttons, and a "Sort By" dropdown menu set to "Publication Date" with a "Newer first" option. On the left, there are search filters for "Infrastructure Assets", "Management Processes", and "Capabilities". Below these are links for "Share a Resource" and "Provide Site Feedback". The main content area displays a grid of six webinar thumbnails, each with a play button icon. The thumbnails are titled: "TAM Webinar 79: Making Data Work for Asset Management" (Mar 2026), "TAM Webinar 78: 2026 TAMP Developments" (Dec 2025), "TAM Webinar 77: Advanced Technologies for TAM and TPM" (Oct 2025), "TAM Webinar 76: Recent Research Roundtable", "TAM Webinar 75 - Risk Management Plans in TAMPs", and "TAM Webinar 74: Life Cycle Planning". The text "Displaying 88 results" is visible on the right side of the page.

FHWA and AASHTO Collaboration

- The FHWA Asset Performance Team and the AASHTO Subcommittee on Asset Management are pleased to cosponsor this webinar series
- Sharing knowledge is a critical component of advancing agency practices
 - FHWA Transportation Asset Performance:
https://www.fhwa.dot.gov/tap/resources_and_publications.cfm
 - AASHTO Transportation Management Hub:
<https://www.transportationmanagement.us/>



Webinar Objectives

- **Explore** actionable strategies for advancing cross-functional collaboration
- **Identify** opportunities to embed TAM in everyday decision-making
- **Highlight** the ways technology supports TAM practitioners within their organizational structure
- And as always, share lessons learned, ideas, and knowledge!!!



Webinar Agenda

- 2:00 Welcomes, Overview, and Agenda**
Anna McLaughlin, AASHTO
Tashia Clemons, FHWA
Hyun-A Park, Spy Pond Partners
- 2:10 Illinois DOT Approach to Organizational, Leadership, and Culture Change**
Laura Heckel, Illinois Department of Transportation
- 2:55 Building Transportation Asset Management Through Organization, Leadership, and Culture Change**
Jamie Kavelak, Delaware Department of Transportation
- 2:55 TAM Organization, Leadership, and Culture Change: An Executive's Perspective**
Carlos Bracerias, Commissioner of the Utah Department of Transportation
- 3:28 Q&A Discussion and Wrap Up**
Hyun-A Park, Spy Pond Partners



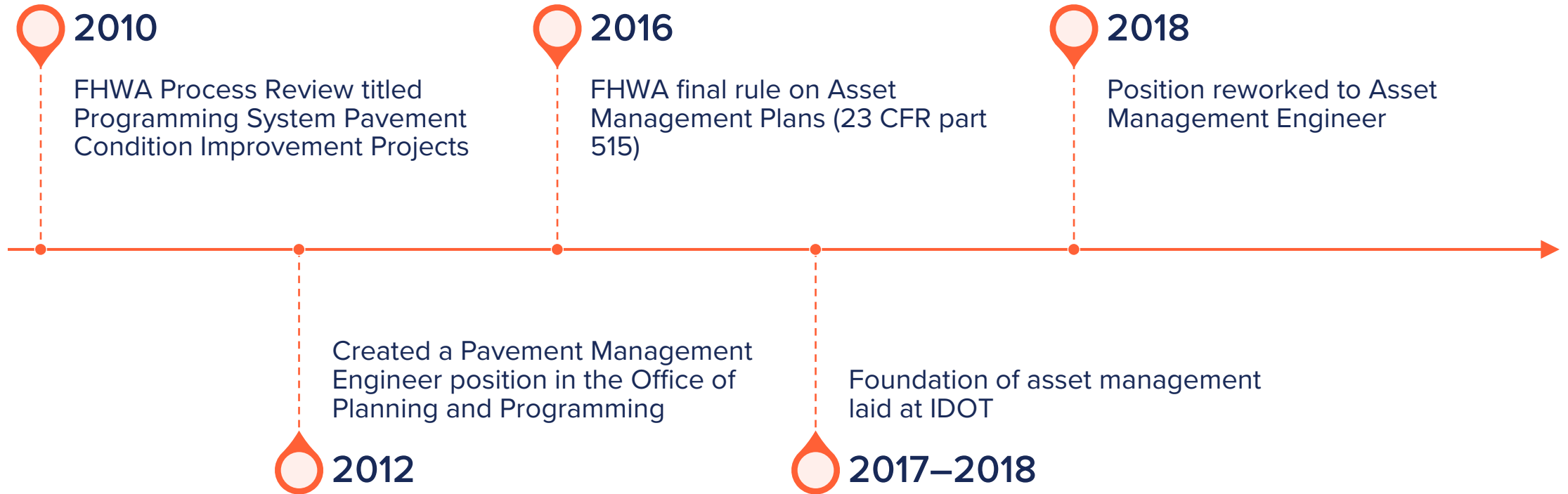


Illinois DOT Approach to Organizational, Leadership, and Culture Change

TAM WEBINAR 81
7/15/2026

Laura Heckel, P.E.
Asset Management Engineer

In the Beginning...



IDOT's Approach to Asset Management

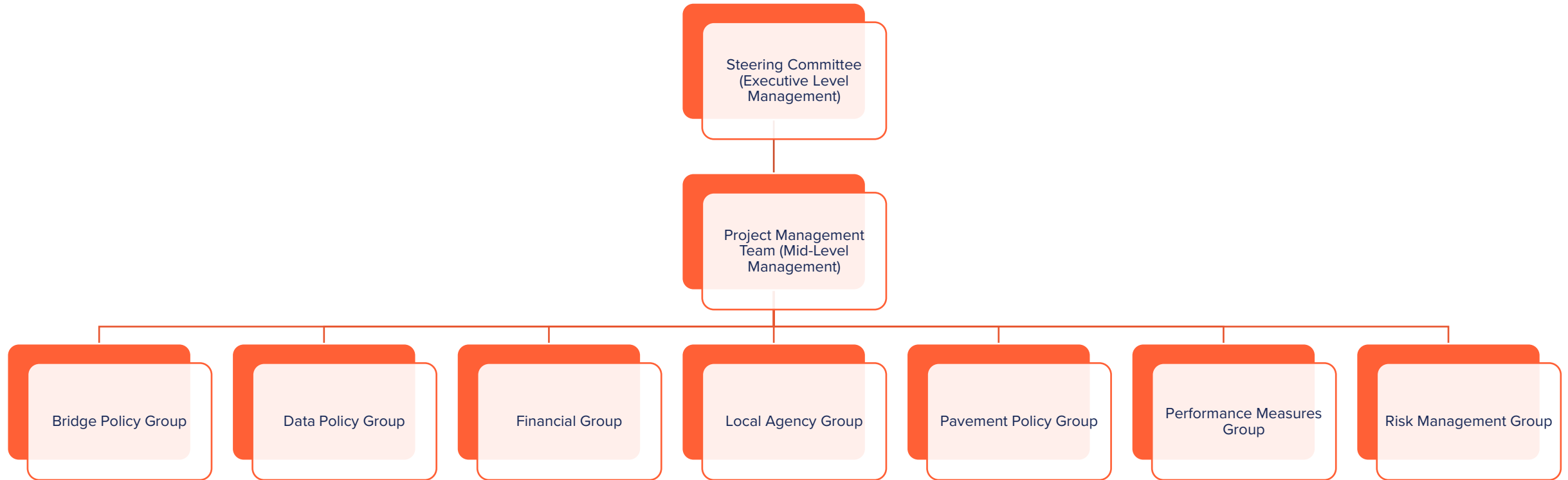
AMP DEVELOPMENT RESPONSIBILITIES

- Championed by Secretary of Transportation from 2016 to present
- Broadly supported by existing business units (central bureaus and districts)
- Coordinated by Asset Management Engineer in Central Bureau of Programming

- Weaknesses:
 - Decentralized state, so 9 districts with 9 sets of priorities.
 - One-person unit coordinating all of asset management.
- Strengths:
 - Decentralized state, so 9 pavement management engineers and 9 bridge management engineers!
 - Prioritization of TAMP by executive leadership.
 - Ownership of TAMP by project management team.
 - Responsibilities given across the organization.

IDOT's Organizational Strengths & Weaknesses

IDOT's Asset Management Structure



IDOT's Approach to Asset Management

STEERING COMMITTEE, PROJECT MANAGEMENT TEAM, WORKING GROUP INVOLVEMENT

Office of Highways Project Implementation	Office of Planning and Programming	Office of Finance and Administration
Bridges & Structures	Local Roads & Streets	Budget & Fiscal Management
Design & Environment	Planning	
Materials	Programming	
Operations	Research	
Safety Programs & Engineering		
All 9 Districts		

Steering Committee

- Deputy Secretary over Office of Planning & Programming and Deputy Secretary over Office of Highways Project Implementation
- Directors of OPP and OHPI, Deputy Director of OHPI
- Bureau Chiefs of Bridges & Structures, Budget & Fiscal Management, Design & Environment, Local Roads & Streets, Materials, Planning, Programming, Operations, Research, Safety Programs & Engineering
- Regional Engineers over all five regions (9 districts) *Added in 2026*

Project Management Team

- Next level below bureau chiefs, regional engineers
- Review recommendations from working groups
- Make recommendations to Steering Committee
- *Prior to 2026, only one District Program Development Engineer was on the team; now all 9 are included*

Working Groups

- Subject matter experts
- All involved/impacted bureaus with district representation

Bridge Policy Group

- Bridges & Structures
- Programming
- District Bridge Maintenance Engineers

Determine treatments, life-cycle planning, policy changes, etc. related to bridges

Pavement Policy Group

- Research, Materials, Design & Environment, Local Roads & Streets, Operations, Programming
- District Programming Engineer
- District Studies & Plans Engineer
- District Program Development Engineer
- District Materials Engineer

Determine treatments, life-cycle planning, policy changes, etc. related to pavements

Data Policy Group

- Internal to Programming

Ensures the quality and completeness of the data used in asset management

Financial Group

- Budget & Fiscal Management
- Programming

Define assumptions, track revenue, annually set program size for the next multi-year program

Local Agency Group

- Local Roads & Streets (LPAs)
- Bridges & Structures
- Planning (MPOs)
- Programming

Act as liaisons with MPOs and LPAs for managing pavement and bridge assets

Performance Measures Group

- Programming
- Bridges & Structures
- Planning
- Research

Determine the PM2 targets based on current condition, construction underway and upcoming, performance modeling

Risk Management Group

- Planning
- Bridges & Structures
- Design & Environment
- Budget & Fiscal Management
- Local Roads
- Operations
- Programming
- Research
- Safety Programs and Engineering

Oversee the Enterprise Risk Management Process

What's Next?

- Seeking to create an Asset Management Section in the Bureau of Programming
- Focused on doing asset management better within the current framework
- Maintains the Steering Committee/Project Management Team/Working Groups structure

Building Transportation Asset Management Through Organization, Leadership, and Culture Change

DelDOT's Journey from Organizational Study to Enterprise Asset Management

Jamie Kavelak





Excellence in Transportation **Every Trip.**

We strive to make every trip taken in Delaware safe, reliable and convenient for people and commerce.

Every Mode.

We provide safe choices for travelers in Delaware to access roads, rails, buses, airways, waterways, bike trails and walking paths.

Every Dollar.

We seek the best value for every dollar spent for the benefit of all.

Everyone.

We engage our customers and employees with respect and courtesy as we deliver our services.

The Challenge

Questions we faced:

- Who owns TAM?
- How do we get every division involved?
- How do we move beyond federal compliance?
- How do we make TAM part of everyday business?

Technology supports TAM. People and organizational structure make TAM successful.



Where We Started (2022)

At the time:

- TAM responsibilities were distributed
- No dedicated Asset Management section
- Mature pavement and bridge programs
- Other assets managed independently
- Data stored in multiple locations
- Asset Management largely viewed as a reporting requirement

What the Study Told Us

Internal Interviews

- Leadership consistently identified:
 - ✓ Need for dedicated leadership
 - ✓ Better coordination
 - ✓ Consistent data
 - ✓ Clear communication
 - ✓ Cross-division collaboration



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Our Organizational Response

Then

Two people doing TAM part-time

Now

- Asset Management Section
 - Program Director
 - Data Coordinator
 - Data Analyst
 - Asset Stewardship
 - Steering Committee leadership
 - Agency coordination

The Organizational Study wasn't intended to sit on a shelf. It became the blueprint for building our Asset Management Section.



Building Collaboration

TAM is a Team Sport

Group	Practical Collaboration
Planning	Investment scenarios inform CTP decisions
Maintenance	Capture work activities that affect lifecycle
Bridge	Shared performance targets
Pavements	Cross-asset investment discussions
Finance	Funding scenarios
IT	Asset data architecture
GIS	Enterprise spatial data



Steering Committee

Our Steering Committee:

- Brings every asset steward together
- Reviews performance
- Discusses risks
- Aligns funding assumptions
- Shares lessons between asset groups

This changes conversations from "My asset" to "Our transportation system."

Standardizing Processes

One of the biggest culture shifts.

Instead of every asset managing information differently...

We developed:

- Common templates
- Common reporting
- Common performance measures
- Common annual schedule
- Common language

People begin speaking the same language.

The study specifically emphasized standardized roles, recurring annual activities, and Steering Committee governance through the TAM Guide.

Building Executive Support

Instead of asking leadership to support TAM...

We show leadership:

- Investment scenarios
- Performance outcomes
- Risks
- Funding impacts

Executive support grows because TAM helps answer strategic questions.

That's a much stronger message than compliance.



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What Changed?

Instead of "We need TAM."

People now ask, "Can Asset Management help us answer this?"

Examples:

- Planning wants lifecycle costs.
- Maintenance wants performance measures.
- Finance wants funding scenarios.
- IT wants integrated data.
- Operations wants better asset information.

That's organizational culture change.



The Next Evolution: Enterprise Asset Management System (EAMS)

From Silos to Enterprise

Today

 Pavement  Bridges  Signs  Drainage  Facilities

(Separate systems • Separate data • Separate processes)



Enterprise Asset Management System (EAMS)

(Integrated data • Shared workflows • Connected business processes)



One Source of Truth



Better Decisions Across the Agency

Why EAMS Matter

An EAMS helps us:

- Connect maintenance with capital planning
- Improve lifecycle planning
- Improve work management
- Improve data quality
- Reduce duplicate data entry
- Support cross-asset decisions
- Strengthen executive reporting

The technology supports the organization—not the other way around.



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Lessons Learned

1. Leadership matters.
2. Dedicated staff accelerate progress.
3. Governance is more important than software.
4. Relationships drive implementation.
5. Culture changes one collaboration at a time.
6. Enterprise systems amplify good organizational practices—they don't replace them.



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Final Message

Asset Management isn't simply a section in DelDOT. It's a strategic approach that enables organizations to make better, more transparent, and data-driven decisions.







THANK YOU!



<https://linktr.ee/delawaredot>

TAM Organization, Leadership, and Culture Change: An Executive's Perspective

Carlos Braceras, Commissioner, Utah DOT

Save the Date!

- To learn more about the Subcommittee on Asset Management, access the series archive, and explore asset management resources, visit the TAM Portal: <https://www.tam-portal.com/>
- Join us for an upcoming webinar and subcommittee meeting!
 - **TAM Webinar 82**
 - September 16th, 2026: [Risk and Resilience in Asset Management](#)
 - **TAM Webinar 83**
 - November 18th, 2026: [Recent Research Roundtable](#)
- **Thank you!!**

MAY 2026		
Subcommittee on Organizational Excellence Bi-Monthly Meeting	CPM Meeting	19 MAY 12:00 pm - 1:00 pm
TAM Webinar 80: Reflections on 40+ Years of TAM	TAM Webinar Series	20 MAY 2:00 pm - 3:30 pm
JUNE 2026		
Subcommittee on Risk Management Bi-Monthly Meeting	CPM Meeting	08 JUN 1:00 pm - 2:00 pm
TPM Webinar 31	TPM Webinar	17 JUN 2:00 pm - 3:30 pm
Subcommittee on Asset Management Bi-Monthly Meeting	CPM Meeting	18 JUN 2:00 pm - 3:00 pm
JULY 2026		
Task Force on Emerging Performance Areas Bi-Monthly Meeting	CPM Meeting	01 JUL 2:00 pm - 3:00 pm