



Fourth conference on

TRANSIT STATE OF GOOD REPAIR - WEST

September 24-25, 2025

South San Francisco Conference Center

Hosted by: Global **Mass Transit**

Sponsors and Supporting Partners:



BACKGROUND

Transit state of good repair (SGR) and transit asset management (TAM) have been in the spotlight in the past few years. The Federal Government, through Infrastructure Investment and Jobs Act (IIJA), has authorized USD18.35 billion to be invested over five years in SGR, including USD1.5 billion for the Rail Vehicle Replacement Program, and has provided an additional USD4.75 billion in advance appropriations. Transit agencies have submitted updated TAM plans, aligned agency safety plans and TAM plans, deployed new technologies, leveraged data for effective asset management, developed organizational capacity, and undertaken lifecycle analysis. The objective has been to manage risks, minimize costs, and maximize the performance of assets as well as to operate transit systems safely, efficiently, reliably and sustainably.

To further strengthen SGR and asset management, the discussion is expected to focus on replacing rail rolling stock, SGR of zero-emission buses and infrastructure, using performance-based planning and programming for TAM, deploying decision support tools and new technologies, resolving challenges related to data integrity, developing sustainable and resilient infrastructure, prioritizing equity, accessibility and inclusivity, workforce development, and so on.

After receiving a tremendous response to the 12th annual conference on 'Transit State of Good Repair' in Washington, D.C. in March 2024 and the third conference on 'Transit State of Good Repair - West' in September 2024, Global Mass Transit is pleased to announce its fourth annual conference on 'Transit State of Good Repair - West', which will be held on September 24-25, 2025 in San Francisco.

MISSION

The mission of the conference is to evaluate transit SGR needs and requirements in Western states, highlight the funding available, and discuss best practices, effective strategies and case studies. The conference will also cover topics such as condition-based, performance-based, and predictive maintenance, lifecycle management, data capture and analysis, emerging technologies in asset management, organizational capacity development, workforce training, and the crucial role of data and analytics in enhancing asset performance and decision-making.

Key topics to be discussed

- Experience so far, case studies, and SGR best practices
- Latest standards and guidance available for TAM and SGR
- Recent successes and challenges related to TAM
- TAMP updates
- Updates to National Transit Database
- Impact of integration of new technologies on TAM practices
- Risk integration into TAM plans for risk informed decision making
- Utilizing asset management and equity to guide investments
- Role of data and new technologies
- Integration of Artificial Intelligence (AI) into asset management
- Project management strategies and systems engineering for SGR
- Challenges of data integrity
- Technologies and techniques for data and analytics
- Lifecycle analysis, whole lifecycle costs and strategies
- Balancing SGR needs, expansion needs and upgradation needs
- Fleet replacement, funding available, challenges
- Preventive and predictive maintenance
- Capital planning and investment prioritization
- Assessing maintenance requirements of future assets, understanding life cycles of upcoming asset
- Value-based decision making
- Measuring performance towards SGR
- Supply chain impacts on SGR
- Organizational capacity development, workforce training

AGENDA Day 1: Tuesday | September 24, 2025

(Agenda as on September 23, 2025)

Time (PT)	Topic	Speakers
8:00 – 8:40	Registration, Networking, Tea/Coffee	
8:40 – 8:50	Welcome Remarks Welcome Remarks, mission of the conference	Global Mass Transit
8:50 – 9:30	Opening Session on Emerging Trends in Transit, Infrastructure Modernization & Asset Management - Prioritizing Transit Asset Management as Caltrain has 2.4B of new assets brought on by Caltrain Electrification and over 5.4B of legacy assets (Caltrain is operating on 161 year old railroad) - Advocating for Sustainable Funding models to meet core maintenance and prepare for increased service - Leveraging data, new technologies and talent management to ensure efficient and effective state of good repair programs with limited funding	<i>Presentation by and Q&A with:</i> - Michelle Bouchard, Executive Director, Caltrain Moderator: Rani Narula-Woods, CEO, Excellence in Innovation
9:30 – 10:00	Keynote Session on Keeping San Francisco's Transit in Good Repair: Priorities, Investments & People - Fix-it Week: strategic maintenance in the Market Street Subway exploring three core aspects - Strategic program design: Year-round planning, data-driven priorities, and off-peak scheduling to tackle rail, tunnel, and signal upgrades efficiently - Cross-Functional Coordination and Logistics: Cross-team collaboration, real-time communication, and safety protocols to manage tight timelines and limited access - System Performance and Broader Impact: Fewer disruptions, extended asset life, better rider experience, and a replicable model for other agencies	<i>Presentation by and Q&A with:</i> - Charles Drane, Chief Maintenance Officer, San Francisco Municipal Transportation Authority Moderator: Keyur Shah, Director of Digital Advisory Services, HDR
10:00 – 10:30	Keynote Session on RailReady - San Diego MTS Orange Line Improvement Program - Packaging small projects for grant applications - Grants received! Now what? - Put a plan together: Establish the team; Schedule analysis; Work Windows and Outreach - Work the plan	<i>Presentation by and Q&A with:</i> - Heather Furey, Director of Capital Projects, San Diego Metropolitan Transit System Moderator: <i>To be decided</i>
10:30 – 11:00	Networking, Tea/Coffee, Visit to Sponsor Booths	
11:00 – 11:30	Evolving Governance and Implementation Approach to EAM at PANYNJ Change in approach to governance process for implementing a new system based on lessons learned, streamlining processes, data exchange, and validation for quicker and smoother data uploads by PANYNJ.	<i>Presentation by and Q&A with:</i> - Lavinia Galatis, Deputy Chief Enterprise Asset Management Division, Port Authority of New York and New Jersey Moderator: Gretchen G. Gallagher, EVP, Strategic Partnerships, Interloc Solutions

11:30 – 12:00	Regional TAM Strategies: Target Setting in Southern California TAM transit target setting in the SCAG region; ways and formats in which SCAG incorporates the target into the long range plan, the Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS), (Connect SoCal) and the Federal Transportation Improvement Program (FTIP); challenges and lessons learned over the years by SCAG	<i>Presentation by and Q&A with:</i> - Priscilla Freduah-Agyemang, Senior Regional Planner, Southern California Association of Governments (SCAG) Moderator: Karen E. Philbrick, PhD, CEO/ Executive Director, Mineta Transportation Institute, San Jose State University
12:00 – 12:30	Enhancing Organizational Resilience through Asset Management Relationship between asset management & operational readiness; improving operational readiness; case study by Arup	<i>Presentation by and Q&A with:</i> - Alexa Braun, Principal, Asset Management, Arup Moderator: Karen E. Philbrick, PhD, CEO/ Executive Director, Mineta Transportation Institute, San Jose State University
12:30 – 13:15	AI for SGR and TAM - Carrying out visual inspections of complete trainsets within a few minutes; installing high-speed cameras in a portal through which the train passes enabling the maintenance team to automatically recognize the condition of the train and critical components through an AI-supported technology; resulting in manual visual inspections no longer required with the skilled workers e used for the important tasks of maintenance and repair by Windhoff Bahn- und Anlagentechnik GmbH - Evolution of AI integration into asset management with expanding capabilities over time; transformation being a continuous process and not a single event; progression involving increasingly autonomous and intelligent systems, varying by organizational digital maturity, data quality, and tech adoption; advancing from automation to predictive and prescriptive AI for strategic decision-making; transforming asset management from reactive/preventive models to predictive/prescriptive frameworks, with AI as a strategic partner by Hexagon AI	<i>Presentations by and Q&A with:</i> - Johann Falckenberg, President, Windhoff Bahn- und Anlagentechnik GmbH - Zen Zockniaki, Senior Industry Consultant, Hexagon AI Moderator: Tom Leach, Associate Vice President, Steer
13:15 – 14:15 Lunch, Networking, Visit to Sponsor Booths		
14:15 – 15:15	Keynote Discussion on Transit Agency SGR Perspective: Best Practices, Strategies and New Technologies - Experience so far, reducing SGR backlog, lessons learned and best practices - Role and impact of new technologies - Agency's approach to ridership impacts during SGR projects and shutdowns - Best practices in stakeholder management and partnerships to successfully deliver SGR projects - Organizational readiness for technological change	<i>Panel discussion amongst and Q&A with:</i> - William Tonis, Director of Business Services, AC Transit - Norman K. Tuitavuki, COO, Monterey-Salinas Transit District - Kamini Lall, Deputy Chief of Staff, San Francisco MTA Moderator: Keyur Shah, Director of Digital Advisory Services, HDR

15:15 – 16:30	IoT to EAM: Making Assets Intelligent • Cisco has a strong focus on roadways, rail, mass transit, airports and marine ports; just in 2023 alone, Cisco worked with over 13,000 transportation organizations in over 158 countries; INS works with directly with the Cisco Transportation solutions team to support the end user, transportation organizations and machine builders, system integrators, control systems and automation companies supporting end customers and the transportation industry with the networks and collecting, transporting, housing and analyzing data by INS • Topic to be confirmed by Interloc Solutions • Wireless monitoring and control of wayside assets by Clear Vu • New enterprise asset management system by LA Metro	<i>Presentations by and Q&A with:</i> • Aamir Ashiqali, Cisco Practice Lead, Industrial Networking Solutions • Gretchen G. Gallagher, EVP, Strategic Partnerships, Interloc Solutions • Danny Lax, CEO, Clear Vu • Patrick Astredo, Executive Officer, Enterprise Business Applications Information and Technology Services, LA Metro • Moderator: <i>To be decided</i>
16:30	End of Day 1	

Day 2: Thursday | September 25, 2025

(Agenda as on September 23, 2025)

Time (PT)	Topic	Speakers
8:00 – 9:00	Networking, Tea/Coffee, Visit to Sponsor Booths	
9:00 – 9:30	Refreshing TAM Plans by October 2026 Refreshing TAM plans by Monterey-Salinas Transit District	<i>Presentation by and Q&A with:</i> - Norman K. Tuitavuki, COO, Monterey-Salinas Transit District Moderator: Gretchen G. Gallagher, EVP, Strategic Partnerships, Interloc Solutions
9:30 – 10:15	Data-Driven SGR: Condition, Criticality & Risk - Using Data for Service Reliability: Leveraged performance and operational data to monitor and improve service consistency and punctuality; Data on Human Capital: Utilized staffing and attendance data, including call-offs and shift patterns to assess workforce impacts on service delivery; Link to Service Quality: Connected workforce data to operational outcomes, enabling targeted interventions to enhance reliability; Challenges Faced by Agencies: Recognized common challenges such as data accuracy, real-time tracking, and resource constraints; Effective Findings: Data-driven approach has proven effective in addressing challenges, resulting in improved service performance and better communication with stakeholders by City of Montebello - Data-Driven State of Good Repair: performance-based conditional assessment – measuring your assets against a standard; using asset criticality and asset risk to make more informed decisions; and real-world agency use cases by Trapeze	<i>Presentations by and Q&A with:</i> - Lamicia Butler, Assistant Director of Transportation, City of Montebello - Spencer Testament, EAM Sales Engineer, Trapeze Moderator: Eric Bales, Sr. Division Director, Supply Chain & Asset Management, Metra
10:15 – 10:45	SGR for Zero-Emission Bus Infrastructure How zero emission bus (ZEB) infrastructure is part of CARB's ZEV planning; what California has accomplished in ZEV advancement including electricity supply to charging hubs and hydrogen supply, and permit streamlining; how state funding programs provide complementary bus and infrastructure support; and what actions do we envision for the future by CARB	<i>Presentations by and Q&A with:</i> - Leslie Goodbody, Heavy-Duty ZEV Infrastructure Specialist, California Air Resources Board (CARB) Moderator: Hilary Nixon, PhD, Deputy Executive Director, Mineta Transportation Institute, San Jose State University
10:45 – 11:15	Networking, Tea/Coffee, Visit to Sponsor Booths	

11:15 – 12:00	Asset Management for Rolling Stock and Systems ● Reimaging Asset Optimization in Transit: Smarter Monitoring, Strategic Renewals & Responsible Investment - a modern approach to sustaining transit infrastructures state of good repair by discussing the current approach to asset renewal, introducing a performance-based approach to asset replacement and detail methodologies to achieve this whilst upholding fiscal boundaries by US Rail Systems ● Lifecycle Decisions: overhauls, redesigns, and the case for fleet renewal: exploring Deutsche Bahn's approach to extending the service life of its fleets through mid-life and end-of-life overhauls, compared against the economic case for procuring new trains; combining mechanical overhauls with complete interior redesigns and illustrate these decisions with concrete examples from Germany by DB E.C.O North America	<i>Presentations by and Q&A with:</i> ● William Smith, Vice President of Electrification, US Rail Systems ● Ulrich Leister, CEO, DB E.C.O North America ● Moderator: David Esquibel, Transportation Sector Leader, Cordoba Corp.
12:00 – 13:00	Closing Session on TAM Best Practices and Strategies ● Experience so far, lessons learned and best practices; Challenges and timing for TAMP refreshes; Role of investment prioritization processes and decision support tools; Best practices in aligning TAM and safety plans; Incorporating sustainability, inclusion, diversity, equity, and access in plans; Value based decision making - covering risk, equity, accessibility, cost, resilience, safety, revenue and so on by Caltrain ● Digital transitions and best practices with linear assets by Jacobs ● From Maturity Assessment to Action: Quick primer - Who are we and our operational size; our assessment approach - the purpose of a TAM Plan maturity assessment and how it differs from compliance audits; key findings - strengths, gaps, and risk/SGR implications across asset classes and support functions; from insight to roadmap - translating maturity results into prioritized initiatives and investment decisions; lessons learned and practical tips for agencies planning their next TAMP refresh; how the assessment directly shaped our 2026 TAMP refresh scope, policy updates, and performance targets by King County Metro	<i>Presentations by and Q&A with:</i> ● Chi Chow, Manager of Asset Management, Caltrain ● Amy Kaufman, Principal Transportation Planner, Jacobs ● Ruy Diaz, Project/Program Manager III – Asset Management King County Metro ● Moderator: Tom Leach, Associate Vice President, Steer
13:00 – 14:00	Lunch, Networking, Visit to Sponsor Booths	

WHO SHOULD ATTEND?

The event is expected to draw participation from top executives, managers and decision-makers from:

- Transit agencies
- Transit operators
- Federal/state/local governments
- DOTs
- Technology and service providers
- Equipment manufacturing companies
- Data management software providers
- Contractors
- Industry consultants, design companies, engineering companies
- Financiers
- Research and development organizations
- Technical institutes
- Transport associations

The conference is expected to see participation from:

- CEOs/CIOs/CTOs/COOs
- Chief planning officers
- Directors/ managers - rolling stock, signalling, track, asset management
- Heads of asset management
- Asset managers, asset risk managers
- Infrastructure maintenance directors
- Project directors
- Heads of infrastructure
- Heads of innovation
- Vice-presidents / Senior-vice presidents
- Directors/ executive directors
- Directors of operations
- Regional managers/ senior managers
- Information and technology officers / IT engineers
- Senior engineers / engineers
- Chief track engineers
- Chief signalling engineers
- Innovation officers
- Data scientists/ ML experts
- IoT specialists
- Chief estimators
- Budget and grant managers
- Bidding directors
- Capital planning and programming managers
- IT managers
- Sales professionals
- Finance executives
- Performance management professionals
- Maintenance professionals
- Operations control center managers
- Supply chain managers
- Operations controllers
- Enterprise software product managers
- Fleet managers
- Automatic fare collection managers
- Procurement managers
- Maintenance engineers
- Maintenance schedulers
- Safety managers
- Chief bus engineers
- Heads of mobility services
- Quality assurance professionals
- Etc.

PARTICIPATING ORGANIZATIONS

Here is a sample list of participants who attended the 2024 West edition of the conference on Transit State of Good Repair:

- Director of Business Sciences, **AC Transit**
- Senior Consulting Manager, **AECOM**
- Commercial Director - Transit Systems, **Amsted Rail**
- Digital Asset Solutions, **Arcadis**
- Digital Services Leader for Americas West | Associate, **Arup**
- Vice President, **Balfour Beatty**
- General Manager/CEO, **Bay Area Rapid Transit (BART)**
- Co-Owner, **Birds Eye Aerial Drones**
- Sales Director, **Bohr Electronics**
- Deputy Chief of Rail and Operations, **California High-Speed Rail Authority**
- Chief, Office of Transit Planning, **Caltrans**
- Executive Director, **Caltrain**
- CEO, **Clear-Vu Lighting**
- Global Industry Lead, Transportation, **Copperleaf Technologies**
- Vice President, Business Development, **EAM Solutions**
- CEO/ Founder, **Excellence in Innovation**
- Principal Project Manager, **Gannett Fleming TranSystems**
- Business Development Manager, **Ghirardelli Associates, Inc.**
- Director of Engineering & Maintenance, Ferry Division, **Golden Gate Bridge Highway & Transportation District**
- Projects Administrator, **Grey Project Dynamics**
- COO, GSH Group | **Integrated Facilities Management**
- Director of Digital Advisory Services, **HDR**
- Senior Director of Rail Systems- Business Development, **Herzog Technologies Inc**
- Senior Solution Consultant, **Hexagon ALI**
- Vice President, Cloud Services & Support, **Interloc Solutions**
- Assistant Resident Engineer, **Jacobs**
- Asset Management Project/Program Manager, **King County Metro Transit**
- Marine Services Director, **Kitsap Transit**
- Asset Management Practice Lead, **Marine Tiger**
- Director Transit Asset Management, **Metropolitan Transit Authority of Harris County (Houston Metro)**
- Director, Funding Policy & Programs, **MTC**
- Chief Operating Officer, **Monterey-Salinas Transit District**
- Director, **Night train foundation**
- Quality Specialist, **NSI Engineering**
- Vice President of California Growth Markets, **Parsons**
- Vice President - Engineering, **Pro-Flex Rubber Inc**
- Transit Sales Director, **PSI Repair Services, Inc.**
- Area Manager, **RailPros**
- Transit General Manager, **Redding Area Bus Authority**
- Chief Operating Officer, **Samtrans**
- Chief Maintenance Officer, **SFMTA**
- Head of Innovation, **Siemens Mobility Inc**
- Operations Manager, **Solano County Transit**
- COO, **Sonoma Marin Area Rail Transit District**
- Director, Buildings and Infrastructure, **Sound Transit**
- Regional Manager, Northern California, **Stacy Witbeck**
- Growth & Transformation Director / Southern California Lead, **Steer**
- President, **Stellar Services Inc**
- General Manager and CEO, **SunLine Transit**
- EAM Account Representative, **Trapeze Group**
- Senior Transportation Planner – Asset Management Program, **VTA**
- Technology Policy Analyst, **US DOT Volpe Center**
- Senior Vice President, National Bus Practice, **WSP**
- CEO, **ZPro Solutions**
- Etc

KEY BENEFITS TO PARTICIPANTS

- Learn about the new funding for SGR under Infrastructure Investment and Jobs Act
- Obtain the latest information on funding initiatives and ways to access the new funding
- Explore the emerging opportunities in the SGR space
- Understand the initiatives transit agencies are taking for achieving SGR and reducing backlog
- Gain insights into the role data and new technologies will play in SGR
- Stay up-to date with FTA deadlines and resources
- Gain insights into TAM plans, experience so far and best practices
- Hear from leading transit agencies and solution providers and learn from their experiences
- Share successful preventive and corrective maintenance practices for ageing rolling stock and safety-critical assets
- Develop a comprehensive understanding of transit workforce requirements for meeting SGR needs
- Engage in stimulating discussions and deepen your knowledge with targeted questions
- Share and learn from industry peers and influence industry leaders
- Benefit from networking opportunities and interact with potential customers and partners
- Gain insights into TAM plans, experience so far and best practices

ORGANIZERS

Global Mass Transit is a leading provider of information and analysis on the mass transit industry. It publishes the Global Mass Transit Report (a monthly newsletter) and Global Mass Transit Weekly (a weekly update). It operates the www.globalmasstransit.net website; conducts custom research and organizes conferences on topics of relevance for the public transportation industry.

Global Mass Transit provides information on all key developments, trends and issues in the sector. It tracks major projects, contracts and investments. It profiles leading mass transit authorities/operators and discusses their strategies. It reports on regulatory initiatives and examines their implementation. It provides the latest available data and statistics. It also features the views and perspectives of experts and top industry players.

Our clients include leading global organizations such as ABB, Accenture, Acciona Infraestructuras, AECOM, Agence Metropolitaine de Transport (AMT), Ansaldo STS, AnsaldoBreda SpA, Ashok Leyland, BAE Systems, Bombardier Transportation, CAF, Clever Devices, Confidex Limited, Corredor Insurgentes SA de CV (CISA), DB Stadtverkehr GmbH, European Bank for Reconstruction and Development, EvoBus GmbH (Daimler), GFI Genfare, Giesecke & Devrient GmbH, Halcrow, Harrington-Hughes & Associates Incorporated, Hoft & Wessel AG, HOK, HUBNER GmbH, IMG Consulting, INIT AG, IVU Traffic Technologies AG, KEOLIS, Knorr-Bremse SfS GmbH, Land Transport Authority Singapore, Luminator, Metropolitana Milanese SpA, Mobitec, NXP Semiconductors, Parker Hannifin Corporation, Poyry PLC, PricewaterhouseCoopers, RATP, Ringrollers (a division of DCD DORBYL), Rogers Corporation, Selectron Systems AG, Serco, Siemens, SNC-Lavalin, Sojitz Corporation, Swissrail, Tait Radio, Tata Realty and Infrastructure Limited, Technatomy Corporation, TEMSA Europe NV, Thales Rail Signalling Solutions, Thetis SpA, Traktionssysteme Austria, Trapeze Group, Unipart Rail, VDV-Kernapplikations GmbH & Co. KG, Vossloh Espana, WorleyParsons, ZF Friedrichshafen AG, etc.

DELEGATE FEE

Delegates	Price before August 14, 2025	Price before September 11, 2025	Standard Fee
One Delegate	USD 1,050	USD 1,275	USD 1,500
Two Delegates	USD 1,680	USD 2,040	USD 2,400
Three Delegates	USD 2,310	USD 2,805	USD 3,300
Four Delegates	USD 2,940	USD 3,570	USD 4,200
Low Fee*	USD 350	USD 425	USD 500

**There is a special low fee for government agencies, regulatory authorities, academia and research institutions*

(Registration fee includes access to all sessions, copy of presentations, light breakfast, lunch, tea/coffee, and Wi-Fi access, on both days of the conference.)

REGISTRATION FORM

☐ I would like to register for the conference

☐ Please send me more information

NAME/DESIGNATION _____ COMPANY _____

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TERMS AND CONDITIONS

Payment Policy

- Full payment must be received prior to the conference in USD.

Cancellations

- Cancellation requests received in writing 30 days before the date of the conference will be eligible for a full refund, minus a service charge/administration fee of USD 150. We regret that no refunds will be made for any cancellation requests received less than 30 days prior to the conference.
- Substitutions/name changes are welcome at no extra charge. Please send these in writing at least two days prior to the conference.

Information Collected: We collect the information you provide to us when you complete the registration form. The information includes name, company, and email address. By registering for this conference, you agree to be contacted by us with regard to other similar events or services of ours that may be of interest to you, and by the sponsor(s) of the conference for which you have registered

Disclaimer: Global Mass Transit shall assume no liability whatsoever in case the conference is postponed or cancelled due to a fortuitous event or unforeseen occurrence that renders its organization impractical, illegal or impossible. For purpose of this clause, a fortuitous event shall include, but not be limited to: war, fire, labor strike, extreme weather or other emergency. Global Mass Transit's responsibility is limited to the return of registration fees only, and not any travel and accommodation costs.

- Please note that it may become necessary for reasons beyond the control of the organizers to make alterations to the content and timing of the program or speakers.

CONTACT US

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