

A faded background image showing a red and white bus with "metro Express" branding. A group of diverse people is walking away from the bus on a paved area. The scene is brightly lit, suggesting a sunny day.

**Advancing Transit Asset Management
Helping us "Tell Our Story"**

2018 APTA Annual Meeting

September 25, 2018

Donna DeMartino

San Joaquin RTD: Who We Are

- San Joaquin Regional Transit District (RTD) is the regional transportation provider for San Joaquin County, located in California's Central Valley
- The public transportation provider:
 - Stockton Metropolitan Area (since 1965)
 - San Joaquin County (since 1994)
- Service area: San Joaquin County (over 1,400 sq. mi.)
 - Population: 726,106
 - 7 incorporated cities
 - Rural communities
 - Unincorporated areas
- Services:
 - Fixed-route, deviated fixed-route, commuter, mobility on demand, vanpools, and a variety of ADA options



What Were the Challenges?

RTD was in a State of Very Poor Repair

- Old and inadequate Facilities
- Old Buses
- Outdated and Inefficient Route Design

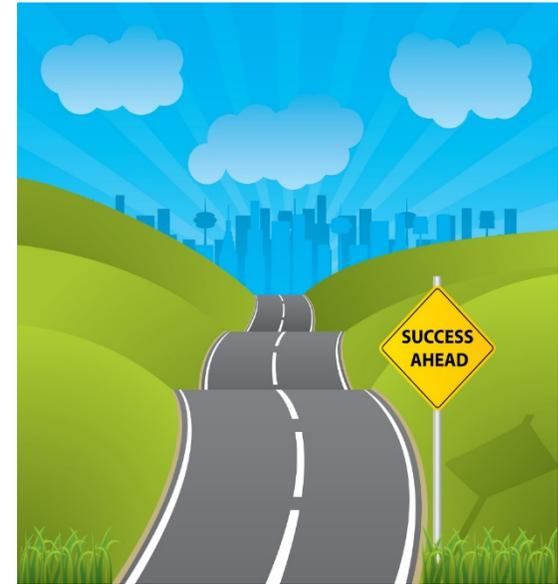
Non-attainment Air Quality Area

Disadvantaged Community

RTD's Journey to Reality-based Management and Planning



- Where are we?
- Where do we want to go?
- How do we get there?
- What have we got?
- What do we need?



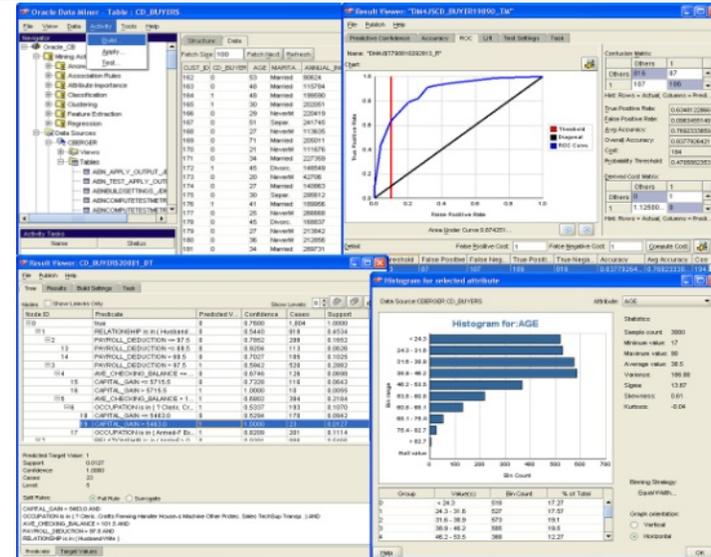
Where should we look?

Lots of Data

- Various systems/sources
- Financials (old system vs. new system)
- Operations
- Fare Collection System
- Excel spreadsheets (lots of them)
- Asset lists
- Fleet plans
- Capital plans and budgets

Great People

- Committed to the organization
- Process-oriented
- Understanding the business?
- Looking at the bigger picture?
- Managing or just listing and counting?



Over a Decade of Strategic Planning

San Joaquin Regional Transit District
FY 2017 STRATEGIC PLAN
 Our primary mission is to provide a safe, reliable, and efficient transportation system for the region | Our vision is to be the transportation service of choice for the residents we serve

CORE VALUES

- Customer Service**
We serve our customers well because we are empowered by the strength, contributions, and dedication of our employees. We treat each other, our customers, and our community with respect, integrity, and loyalty.
- Safety**
We commit to creating a safe and responsible environment for our employees, our customers, and our community.
- Positive Work Environment**
We promote a positive work environment by supporting each other through effective communication, teamwork, and appreciation for our diverse abilities and contributions.
- Sustainability**
We commit to a sustainable business model that includes environmental and fiscal responsibility, business continuity, and succession planning.

GOALS

- Employee Engagement**
 - Promote extraordinary Customer Service through employee campaigns
 - Promote employee fiscal responsibility and accountability
 - Encourage and support professional and leadership development as part of a continuing succession plan
 - Promote staffwork that is completed with accuracy, quality, and consistency
- Customer Engagement**
 - Engage and communicate with our customers to continuously improve their experience
 - Leverage mobile, online, and social technologies to enhance public engagement
 - Lead the community in coordinating services for seniors, persons with disabilities, and those needing non-emergency medical trips
 - Regularly improve customer amenities
- Financial Health**
 - Increase farebox recovery through increased ridership
 - Maximize current and potential funding and cost savings, and explore revenue-generating ideas and partnerships
 - Measure and improve organizational efficiency, effectiveness, and productivity through the use of performance indicators
 - Continuously improve contractor performance through effective oversight and accountability
 - Implement a Transit Asset Management Plan
- Operations Excellence**
 - Increase ridership
 - Provide the highest level of transit service to the greatest number of people within our available resources
 - Use a performance and data based method in designing and delivering transit services
 - Implement efficient and effective transit services, including vanpool, volunteer driver programs, and other opportunities
 - Promote safety and security by developing and implementing the Safety Management System
 - Implement MLK and Midtown BRT Corridors
- Community Relations**
 - Use effective marketing, outreach, and education strategies to increase ridership
 - Implement and promote education and employer pass program
 - Continue educating stakeholders on transit funding opportunities, challenges, and constraints
 - Develop and leverage public-private partnerships
 - Provide leadership through innovative projects that reduce environmental impacts and foster sustainable practices
 - Promote RTD service to regional governing boards and chambers of commerce
- Continuous Improvement**
 - Measure, review, and benchmark organizational performance to strategic goals and comparable transit agencies
 - Incorporate best management systems and practices, e.g., project, records, and asset management
 - Leverage technology to improve business, e.g., real-time information and operations management systems
 - Reduce energy consumption, waste, and pollution

INNOVATION

- Enhance public access to information
- Maximize the benefits of technology-based systems
- Explore and adopt new technologies
- Advance sustainable and environmentally friendly practices
- Implement Intelligent Transportation System elements and enhancements

San Joaquin RTD
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The places you can go on RTD!

RTD Planning: Addressing Challenges

Challenge: Old and inadequate facilities

Downtown Transit Center (DTC) 2006



DTC Facts:

- RTD's primary transfer point, it replaced the on-street bus stops and transfers at the "Pulse"
- 20 sheltered, off-street bus stops on two boarding platforms, with additional stops on Channel Street and Weber
- Estimated visits/day: 7,400
- On-site customer service center, police/security office, and snack bar/restaurant tenant
- Important component of downtown revitalization
- Historic preservation and restoration of three facades

Project Total: \$14,000,000

Funding Sources

Federal: \$10,000,000
State: \$2,000,000
Local: \$2,000,000



RTD Planning: Addressing Challenges

Challenge: Old and inadequate facilities

Regional Transportation Center (RTC) 2015

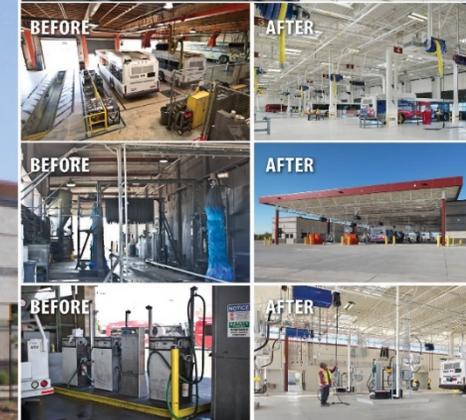
RTC Facts:

- Completed in November 2015 – three months early and under budget
- Replaced the former “Metro” facility built in 1970 for 50 buses
- Consolidates Maintenance and Operations into a facility designed for 250 buses
- Ten-acre, 136,000 square-foot footprint provides room for future growth
- Centrally located siting reduces trip times and associated emissions
- Landscaping swales recharge the groundwater aquifer
- Bus wash facility captures and recycles 97% of the water used
- LED lighting reduces electrical consumption and maintenance costs
- Computerized lighting and air conditioning controls streamline operations
- Fuel and fluid monitoring systems improve fleet maintenance and data accuracy

Project Total: \$51,100,000

Funding Sources

FTA:	\$17,700,000
Prop 1B:	\$11,000,000
Measure K:	\$16,300,000
Other Local:	\$6,100,000



RTD Planning: Addressing Challenges

Challenges: Old buses and a severe non-attainment air quality area

In 2013, through a California Energy Commission grant and its partnership with Proterra, RTD introduced northern California's first 100% battery-electric buses into service

- diesel fuel savings
- greenhouse gas emissions reductions
- environmental benefits

In August 2017, RTD introduced the nation's first all-electric BRT Corridor

By 2025, RTD plans to have an all-electric fleet in the City of Stockton



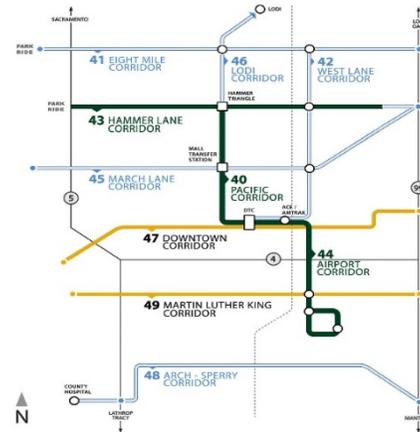
RTD Planning: Addressing Challenges

Challenges: Reduced operating funds and inefficient bus routes



Proposed BRT SYSTEM MAP

- Transfer Station
- Transfer Point
- PARK RIDE Park-N-Ride Location
- Proposed BRT Corridors
- Existing BRT Corridors
- Future BRT Corridor



Project Total: \$27,769,556

Funding Sources

Federal: \$21,788,230
 State: \$3,761,932
 Local: \$2,219,394

We are not there.... Yet!

While RTD planning has helped achieve significant goals and a current State of Good Repair at RTD, we hope the TAM process will improve the relationship and planning process within our agency and with our MPO

- Next steps:
 - Strengthen our data managers and teams
 - Continue to learn from our peers
 - Make good business decisions and long-term capital plans based upon solid data
 - Maintain our State of GOOD Repair



RTD Compliance with TAM Legislation

Identified capital asset management as a priority and created
RTD's TAM Plan Project

- Secured project management resources
- Created internal staff-led TAM team
- Determined level of compliance (as a Tier 1 provider) and identified associated requirements
- Developed a strategy to create a TAM Plan that included nine required components for Tier 1 providers
- Inventoried existing asset resources and tools
- Identified existing asset management policy, procedures, and practices
- Reviewed long range budget and capital planning programs
- Participated in a transit industry peer review with a draft TAM Plan
- Created RTD's 2018 Transit Asset Management Plan

TAM Plan Components Tier 1 Providers



1. Inventory of each asset
2. Condition assessment of inventoried assets
3. Description of decision support tool(s) used in prioritization of capital investment
4. Prioritized list of investments
5. TAM and SGR Policy
6. Implementation Strategy
7. List of key annual activities to occur during TAM Plan period (2018-2022)
8. Identification of resources to implement TAM Plan
9. Evaluation plan - how the TAM Plan will be monitored, updated, and evaluated for continuous asset management improvement

RTD TAM Project Team

Gloria Salazar, Deputy CEO

Michael Thompson, Chief Administration and Innovation Officer

Virginia Alcayde, Director of Finance

Syed Bukhari, Senior Finance Specialist

George Lorente, Grants Manager

Brad Menil, Operations Superintendent—Maintenance

Jocelyn Oamilda, Senior Accountant—Capital Assets

Ravi Sharma, Finance Manager

Darla Smith, Operations Superintendent—Facilities



RTD TAM Plan - Lessons Learned

- Data for the fleet and facilities is kept in several formats, systems, by multiple authors – need to consolidate and automate asset data
- Facilities Department data has had to be tracked while process and procedure evolved – growing area for RTD
- There are opportunities to coordinate capital asset planning and budgeting and management efforts across RTD departments
- Use of TAM team structure into ongoing agency planning and budget efforts will help coordinate our efforts
- Capital projects are ongoing and can now be identified as TAM projects with associated prioritization for replacement, maintenance, acquisition, etc. – opportunity to introduce asset management into RTD culture
- For future planning we are not just guessing or estimating – we have validated and quantifiable data

How will TAM help?

It will help us continue on our road to reality-based planning and management. It will help us tell our story to decision-makers and funding partners.

It will help our planning and funding partners understand our needs and hopefully fund our futures.

- What have we got?
- How long can we expect it to last?
- Can it do the job?
- What do we need?
- How much will it cost?



Questions?

