



NORTH COUNTY
TRANSIT DISTRICT

NCTD's Strategy for Asset Management

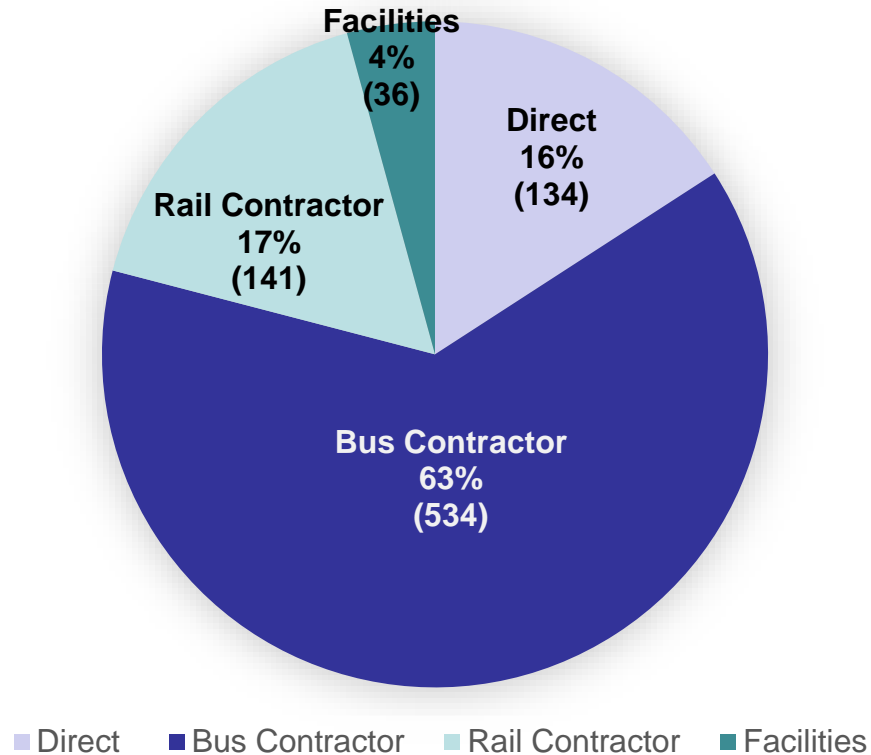
2018 APTA Annual Meeting
September 25, 2018

NCTD Overview



- 10.7 million passenger trips/year
- \$110 million operating budget and \$25 million CIP (FY 2019)
- NCTD is responsible for 82 directional miles of track that support freight and passenger rail operations

NCTD is a Contracts Management Agency



**Note: Numbers in parentheses indicate the number of employees*

- **Business Systems in Use:**

- Trapeze (Bus Contractor)
- Maximo (Rail Contractor)
- RailDocs (Rail Contractor)
- JD Edwards (NCTD)

Why Asset Management?

- **The key benefits of asset management include:**
 - Reduced total costs of ownership across the lifecycle by managing performance and performing the most effective activities on the asset at the right time
 - Improved reliability of assets by predicting the condition and conducting preventive activities instead of “finding and fixing” defects
 - Improved customer experience – reliable travel times and a comfortable and pleasant travel experience



TAM Matters!

Sprinter shutdown jolts North County



At the Sprinter maintenance facility in Escondido, Bob Young General Manager Operations of Maintenance for Bombardier shows an example of the brake rotor that are prematurely wearing out by as much as 12 months. The brake rotor which has been unbolted from the wheel assembly is the object in the center of the axle. (Nelvin C. Cepeda)

Source: San Diego Union Tribune March 8, 2013

TAM Plan Overview

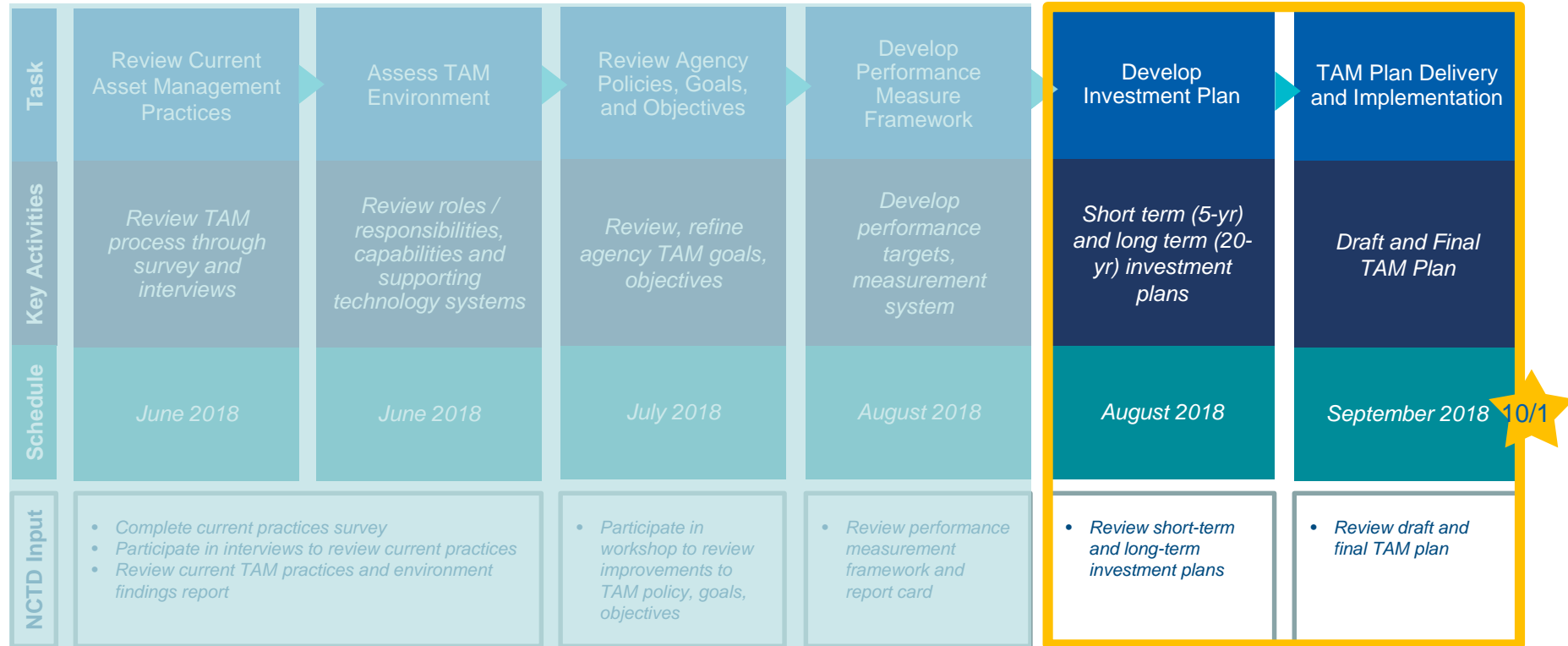
- As a Tier I operator, NCTD is required to develop a TAM Plan that includes the following nine elements:

Inventory of capital assets	Condition assessment	Decision support tools
Investment prioritization	TAM and SGR policy	Implementation strategy
List of key annual activities	Identification of resources	Evaluation plan

TAM Plan Status

- **NCTD is working with its selected partner, WSP, to finalize its TAM Plan**
- **Prior to bringing a consultant on board, NCTD completed a number of initiatives to lay the foundation for developing the TAM Plan, including:**
 - Established of useful life benchmarks and performance measures
 - Developed Asset inventories and conducted condition assessments for all District asset classes
 - Developed agency-specific TAM and SGR definitions, policies, goals, and objectives

NCTD TAM Plan Approach and Status



NCTD Asset Management Policy

North County Transit District (NCTD) is committed to maintaining its assets in a state of good repair by utilizing a strategic process to acquire, operate, maintain, and replace its assets. This supports the District's mission to provide safe, convenient, and reliable service to its customers throughout the growing region and demonstrates sound financial stewardship. A State of Good Repair is achieved when all capital assets are meeting NCTD's safety and performance goals within the condition targets established by NCTD.

NCTD will maintain an accurate asset registry, monitor the condition and performance of its assets, optimize decision making, and maintain a list of priorities. This will ensure that taxpayer dollars are spent where they are needed most, and enable NCTD to balance competing needs while keeping its system in a state of good repair.



TAM Improvement Program

- **During the TAM Plan horizon, NCTD will focus on implementing the following key strategies:**
 - Institutionalize Asset Management
 - Develop an asset management ‘culture’ by providing training, establishing a dedicated role to coordinate all efforts, and developing standard operating procedures for business processes
 - Improve Asset Inventory and Data Collection
 - Refine how data is collected and stored to better inform decision making
 - Maintain and Improve Asset Management Tools
 - Optimize existing tools to better align with existing business processes
 - Improve Decision Making and Investment Prioritization to Balance Competing Needs
 - Incorporate additional data to help predict asset needs before they arise to maintain the system in a SGR

NCTD TAM Plan Outcomes

- **Establish a consistent framework for collecting inventory and condition data**
- **Identify the key activities that NCTD will focus on to advance its asset management practices**
- **Develop a TAM Plan that is practical and realistic and can be updated independently by NCTD in the future**

Lessons Learned and Success Factors

- **Establish expectations upfront—what input will staff be required to provide and when**
 - Communicate with stakeholders throughout the process and keep them informed of the progress
- **Use the TAM Plan development process as an opportunity to understand challenges and identify improvement areas**
- **Executive support is critical to gain momentum for agency’s asset management initiatives once development of the TAM Plan is finished**
- **Understand what the agency can realistically achieve and potential challenges moving forward**
 - Focus on small wins before tackling more complex initiatives

Questions?

For additional questions, please contact:

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