



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

2018 APTA Annual Meeting

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# 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- Outdated and Inefficient Route Design

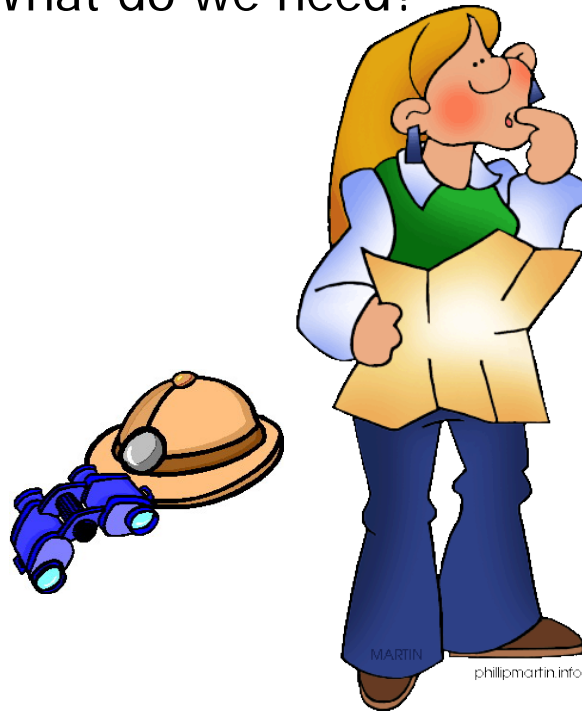
Non-attainment Air Quality Area

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?



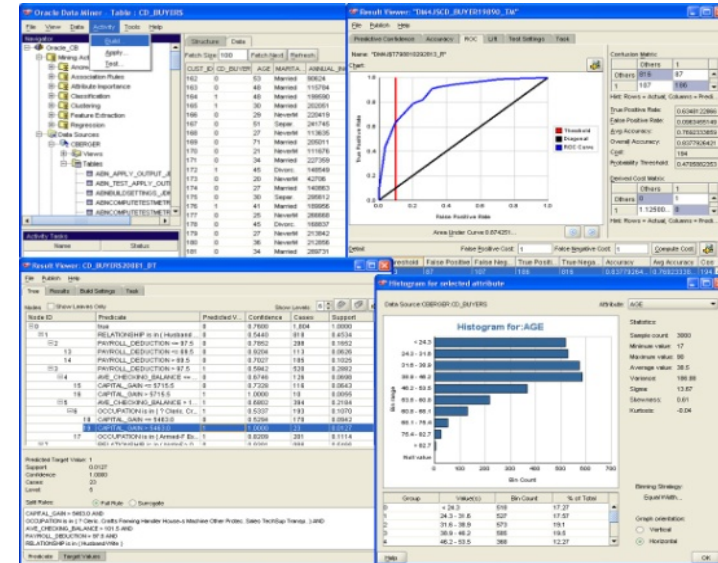
# Where should we look?

# 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



# 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

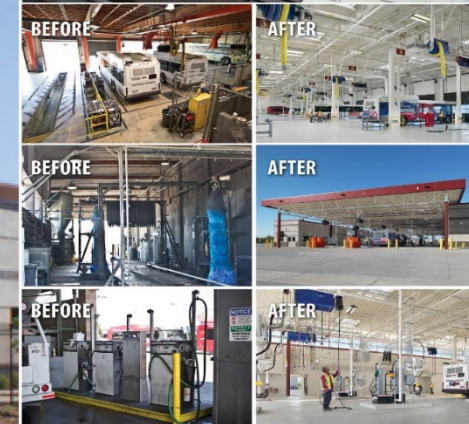
#### RTC Facts:

- 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

**Metro Express** 2007



**Metro Express Facts:**

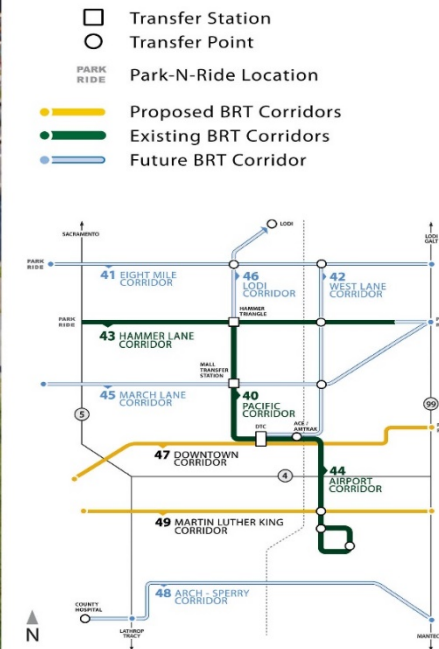
- Provides 50% of RTD's annual systemwide ridership
- Three major corridors in the Stockton Metropolitan Area
- Uniquely-branded buses and shelters, use of pre-paid fares, and 10-, 15-, and 20-minute peak frequencies
- Operates 60-foot articulated buses to accommodate its ever-increasing ridership
- In June 2015, RTD received a \$6.8 million grant to fund two new Bus Rapid Transit corridors

**Project Total: \$27,769,556**

**Funding Sources**

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

## Proposed BRT SYSTEM MAP



# 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?

