# The Maximo Roadmap definitely improves the District’s asset management practice.

Thanks for the calendar.

Just a note, the nature of the finance office is to be involved in some form or another in almost all applications that are in use in the District. Thus we have needs from and would like improvements to most of them. For example, **financial analysis needs good quality data from Hastus and CAD/AVL system to understand why or system costs what it does and what we can do about that**, or **accounting needs high quality and accuracy from the HRIS system or the TranStat system to insure proper billing**. How can the need to addressed in this process? Should staff speak widely of their needs at this meetings or will they only be on one topic at a time.

Thanks for thinking about this.

Joe

**Professional experience** – Chi civil engineer experience with Project Development and asset management system.

**Business process knowledge** – Asset management is an evolving practice.

* Asset owners – bus, ferry, bridge
* Managers – existing asset management practice
* Regulatory agencies – FTA, FHWA, Caltrans, MTC,

**Subject matter expertise** – extract, transform, load, data from existing systems to help decision makers

|  |  |  |  |
| --- | --- | --- | --- |
| **Date/Time** | **Division** | **Workshop Content** | **Questions** |
| April 29th (Wed) | Capital & Grants | Workshop Part 1 (9:00-11:00)   * Capital Budget & Asset Management   Workshop Part 2 (2:00-4:00)   * Capital Planning | Does anyone else want to be in any of these workshops? Budget office? |
| April 30th (Thur) | Capital & Grants | Workshop Part 3 (9:00-12:00)   * Capital Grants |
| April 30th (Thur) | Budget Office | Workshop (1:00-3:00)   * Transtat | Anyone else in Finance interacts or uses Transtat? |
| May 4th (Mon) | Accounting | Workshop Part 1 (10:00-12:00)  Workshop Part 2 (1:00-3:00)   * Project Costing Accounting – for example, how to track the costs for a huge project like the Suicide Deterrent * Transtat |  |

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## Purpose of Analysis

The Maximo Roadmap provides a concise schedule with tasks to achieve most of District’s asset management goals - the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitation and replacing capital assets. The Roadmap reflects the District’s Asset Management Policy:

“DISTRICT is committed to implementing a strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing capital assets to manage their performance, risks, and costs over their life cycles to provide safe, cost-effective, and reliable public transportation. Asset management uses asset condition to guide how to manage capital assets and prioritize funding to improve or maintain a state of good repair.”

## Strength

While the Roadmap definitely improves District’s asset management practice, the road map focuses on the initiation and planning phases of the implementation plan:

#### Initiation

* Stakeholder - Clear investigation of stakeholder needs and objective
* Scope of work – List of Stakeholder objectives
* Priority of tasks – Articulated stakeholder expectations

#### Planning

* Schedule of tasks
* Detailed description of each task

## Asset Management Policy Goals and Objectives

Asset management policy, according to the US Department of Transportation, outlines the scope and principles of asset management as well as incorporates federal, state, local, industry, and agency asset management goals and policies. This policy is the executive-level direction regarding expectations for transit asset management.

Through the same process, the District developed a set of goals and objectives to guide

its asset management program as shown in Table ES-2.

**Table ES-2. District Asset Management Goals and Objectives**

|  |  |  |  |
| --- | --- | --- | --- |
| **TAM Goals** | **TAM Objectives** | **Maximo Strategic Plan (Roadmap)** |  |
| Improve Bus Fleet and Ferry Fleet configuration and preventive maintenance to meet customer needs and comply with various laws/regulations. | Develop business processes and tools to report and monitor asset inventory, conditions and performance.   * Align procurement policies with lifecycle cost management. * Support development of data and decision support tools for TAM processes to provide value in a timely manner |  |  |
| Prioritize available resources to meet SGR requirements | Incorporate asset management criteria into the District long range and capital investment prioritization for asset rehabilitation/replacement.   * Manage backlog of capital repair needs to an accepted level. |  |  |
| Maintain condition of assets in SGR to support system safety | Meet standards for maintenance, rehabilitation and replacement.   * Establish SGR performance targets related to SGR measures consistent with FTA and coordinated with state/metropolitan planning processes. * Conduct facilities condition assessments. * Develop risk-based asset register to integrate with project prioritization and keep it current. |  |  |
| Actively promote an agency-wide asset management culture | Develop TAM Plan and update it every four years.   * Establish/communicate clear governance roles and responsibilities for TAM both within the District and with its Contractors. * Advance awareness, dialogue and cooperation within the District and its Contractors regarding asset management. |  |  |

Build an Integrated Roadmap

1. Identify needs and drivers
   1. Bridge operation
   2. Ferry operation
   3. Bus operation
   4. Safety and risk management
      1. Procurement – purchase and salvage cost
      2. Accounting – operating cost
      3. Regulatory compliance and auditing
2. Identify product and capability
   1. Asset (bridge, ferry, bus, facility) and Location
   2. Work order – material and labor
   3. Maintenance management - RCM
   4. Safety Health Environmental
   5. Inventory management - stores
   6. Requisition and receive materials ( not procurement/PO system)
3. Identify proposed product and capability
   1. 7.6 multi-cloud (open source RedHat allows SAP and other cloud environments)
   2. Hybrid-cloud ( IBM infrastructure provides infrastructure for IS staff to develop)
4. Identify gaps delivering proposed product and capability
   1. Accounting – uses depreciation rates
   2. Procurement – requisition, purchase order, acceptance
   3. Grants management – work orders can include grants information through JL.
5. Identify orphans

#### Strategic Goals – well defined

* Maximo 7.6.1 enable asset management goals
* maintenance, performance, risks, and costs over asset life cycles
* provide safe, cost-effective, and reliable transportation
* compliance deadlines - final TAMP by 2022 and a BIM model for bridge by 2025

#### Systematic Goals - fall short

* One set of data – National Transit Database, Regional Transit Capital Inventory, District Asset Register, Bridge Management Program, and Facility Management Inventory.
* One system of records –OnBase, IFAS, EJWard, Maximo, Init, Hastus, Transtat, Bus and Ferry Operating models

#### Proposal to expand strategic plan

* Propose framework of data structure and metadata to ensure compatibility among stakeholder’s data sets. Finance should define the meta-data for common fields to ensure the assets and the cost can work together, measuring the same unit of assets.

## District Asset Management Policy

DISTRICT is committed to implementing a strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing capital assets to manage their performance, risks, and costs over their life cycles to provide safe, cost-effective, and reliable public transportation. Asset management uses asset condition to guide how to manage capital assets and prioritize funding to improve or maintain a state of good repair.

## District Mission

The District's Board of Directors adopted the following mission statement on January 17, 2003:

"The mission of the Golden Gate Bridge, Highway and Transportation District (District) is to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor."

## Summary of District Goals

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Goals | Bridge | Bus | Ferry | District | District Mission |
| Maintenance | x | x | x |  | x |
| Efficiency | x | x | x | x | x |
| Service / Reliability | x |  |  |  | x |
| Access / Title VI |  | x |  |  | x |
| Safety / Security | x |  | x |  | x |
| Project Management |  |  |  | x |  |
| Administration |  |  |  | x |  |
| Logistics |  |  |  | x |  |
| Compliance |  |  |  | x |  |
| Communication/Outreach |  |  |  | x |  |
| Cost effectiveness |  |  |  |  | x |

# Appendix A: District Asset Management Policy

#### 2018 version

DISTRICT is committed to implementing a strategic and systematic process for operating, maintaining, and improving transportation assets serving the Highway 101 Golden Gate Bridge Corridor. This policy directs the DISTRICT to formalize and support the implementation of an asset management program, maintain all assets in a State of Good Repair (SGR), and assist all stakeholders through the incremental improvements of business process.

#### 2020 version

DISTRICT is committed to implementing a strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing capital assets to manage their performance, risks, and costs over their life cycles to provide safe, cost-effective, and reliable public transportation. Asset management uses asset condition to guide how to manage capital assets and prioritize funding to improve or maintain a state of good repair.

# Appendix B: District Mission

## January 17, 2003

The District's Board of Directors adopted the following mission statement on January 17, 2003:

"The mission of the Golden Gate Bridge, Highway and Transportation District (District) is to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor."

## December 21, 1990

Prior to 2003, on December 21, 1990, the Board adopted a mission statement as follows: The Mission of the Golden Gate Bridge, Highway and Transportation District is to provide safe, efficient and reliable means for the movement of people, goods, and services within the Golden Gate Corridor. In carrying out this mission, the District operates and maintains the Golden Gate Bridge in structurally sound condition to provide safe and efficient travel for vehicles and other modes of transportation; provide public transit services, such as buses and ferries, which operate in a safe, affordable, timely and efficient manner; and carries out its activities in a cost-effective and fiscally responsible manner. The district recognizes its responsibility to work as a partner with federal, state, regional and local governments and agencies to best meet the transportation needs of the people, communities and businesses of San Francisco and the North Bay

# Appendix C: District Goals and Projects FY2019/20

## FY 2019/20 BRIDGE DIVISION GOALS & PROJECTS

#### GOALS

* + Maintenance: Systematically address the most critical maintenance items identified in Bridge inspections.
  + Security: Enhance Bridge security through improvements to the security infrastructure and coordination with regional security agencies.
  + Efficiency: Research, develop, and implement cost-effective maintenance practices, equipment, and materials. Focus on improving the efficiency of daily operations.
  + Service: Maintain focus on providing safe, efficient, and reliable day-to-day operation of the Golden Gate Bridge.

#### PROJECTS

* + Seismic**:**
    - Golden Gate Bridge Wind Retrofit
    - Seismic Phase III - Design Review
  + Bridge and Facility Construction and Maintenance**:**
    - Bridge Administration Office Improvements
    - Suicide Deterrent - Construction
    - Main Cable Access
    - Toll Plaza Gantry - Design/Construction
    - Toll System Upgrade
    - Suicide Deterrent - Design
    - South Approach & Pier Security Improvements
    - Toll Plaza Pavement Overlay
    - IS Data Center Seismic Retrofit
    - FasTrak Equipment Upgrade
    - North Anchorage House Security
    - Alexander Avenue Slope Strengthening Design/Environmental
    - Stores Building Office Space HVAC Replacement

## FY 2019/20 BUS DIVISION GOALS & PROJECTS

#### GOALS

* + Efficiency: Support and implement technology projects and process and procedure improvements to increase operation, performance, and safety cost-effectiveness.
  + Access: Expand opportunities for external customer convenience at bus stops, during travel, and for providing input on Golden Gate Transit services. Partner with internal customers to provide the best service.
  + Efficiency: Improve Bus Fleet configuration and preventive maintenance to meet customer needs and comply with various laws/regulations.

#### PROJECTS

* + Facilities**:**
    - Bus Division Office Improvements
    - San Francisco Curb Cut Bus Stop Improvements
    - San Rafael Server HVAC Modifications
    - D1 Resurface Employee Parking Lot & Solar Panels
    - SRTC Relocation Design/Environmental
  + Bus Operations**:**
    - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis
    - Replace 67 Transit Buses with Hybrids
    - Replace Twenty (20) Paratransit 22' Gas Cutaways
    - MCI USB Outlets
    - Aviat Microwave Update - Santa Rosa Link
    - Bus Security Cameras

## FY 2019/20 FERRY DIVISION GOALS & PROJECTS

#### GOALS

* + Safety: Continue to improve operating standards and procedures to maintain safe, reliable, and efficient Ferry service.
  + Maintenance**:** Maintain and improve Ferry vessels and facilities.
  + Efficiency**:** Maintain farebox recovery while expanding the service to meet passenger demand.

#### PROJECTS

* + Facilities**:**
    - Ticketing Systems/TVMs/Door Replacement
    - Gangways & Piers - Design
    - Gangways & Piers - Sausalito Construction
    - Corte Madera Marsh Restoration Design and Construction
    - Service Life Extension Program - Larkspur, San Francisco, and Sausalito
    - Fuel System Rehabilitation Design/Environmental
    - Larkspur Ferry Service & Parking Expansion Preliminary Design Study
    - Automatic Identification System (AIS)
  + Ferry Operations**:**
    - Purchase New Vessel
    - Renewable Diesel Pilot Program
    - M.V. *Del Norte*,M.V. *Napa*, and M.V. *Golden Gate*Engine Rebuild/Capital Improvement
    - M.S. *Sonoma* Refurbishment and Repower
    - M.S. *Marin* Repower & Dry Dock
    - Capital Improvements for Ferry Fleet
    - Water Jet Replacement

### FY 2019/20 DISTRICT DIVISION GOALS & PROJECTS

#### GOALS

* + Project Management**:** Provide Project Management for engineering, technology, planning, ADR, risk reduction, safety, emergency preparedness, insurance coverage and certificates of insurance along with business continuity, and special ongoing activities. Support implementation of special projects.
  + Administration: ProvideOperating Divisions with administrative and employee support for internal agency functions in areas of Human Resources, Legal Services, Planning, Marketing, Information Systems, Finance, Grants, Accounting, Budgeting, Employee Relations, District-wide Training, and the Board of Directors.
  + Logistics: Purchase materials and supplies. Execute and administer contracts and RFPs to potential vendors and ensure fair and competitive price procurement. Plan and execute special events, Board meetings, and public education meetings.
  + Compliance: Ensure that the District is compliant with Federal, State, and local requirements and standards concerning insurance, Workers' Compensation, grants, environmental regulations, occupational health and safety regulations, financial auditing, Public Records Act requests, ethics training, and conflict of interest reporting.
  + Communication/Outreach: Provide public with various forms of communication through the website, written materials, customer service staff, and public requests. Provide employees with communication on internal agency issues and activities.
  + Efficiency: Continue to improve internal processes and operations to promote effective and efficient service to the Operating Divisions, the Board of Directors, and the public.

# Appendix D: TAMP Goals