

# RTD Background

- Serves San Joaquin County (1,426 square miles)
- Service area population - 687,744
- 104 revenue vehicles
- 56 routes
- 4 million+ annual trips
- 250+ employees



- My background
  - 25+ years in IT
    - 18 years at “high tech” companies
    - 17 years of IT management experience
    - 7 years consulting
    - 1 year+ in Transit!
  - Software development/management
  - Infrastructure management
  - Applications support



# How I got into Transit

- RTD Management wanted an assessment of their IT operation
  - Overall IT security
  - System utilization and application availability
  - IT responsiveness to
    - Application downtime
    - Business changes
    - Helpdesk requests
- The consulting firm I worked for was engaged for this evaluation



# Challenges Identified

- IT a “maintain the status quo” operation
  - Incapable of moving RTD forward in a meaningful way
- Unintegrated or manually generated islands of data
  - Redundant data entry
  - Spreadsheets as source documents
  - Multiple reconciliations
  - Rework
- Process variation across the functions
  - Different interpretations of process provided different results
- Unable to consistently measure performance



# A Way Forward

- Implement a business intelligence solution to consolidate disparate data enabling:
  - Common reporting
  - Consistent performance measurement
- Initial goal was to automate NTD reporting
- Dashboard implementation
  - Needs assessment began in Fall 2009
  - Testing began in Spring 2010
  - Go-live began in Summer 2010

- Transtrack pulling data from
  - Trapeze
  - GFI
  - IFAS
  - Spear
  - Trapeze/ITS (Transit Master)
  - ALC (text file)
  - Avail (text file)

# Key Finding

- Garbage in, Garbage out
  - Nice graphics and well formatted reports do not make up for poor quality source data
  - Transtrack implementation highlighted sources of poor data enabling clean-up

# Building on Success

- Keeping data up-to-date and accurate
  - Data validation an ongoing activity
    - First tier users are aware of validation/missing data issues
    - Second tier users may not be aware and rely on incomplete data
  - Employee turnover may impact quality of data
    - “buy in” and awareness of reporting capabilities may not be adequately transferred
    - Validation tasks may be lost in transition
    - Employee follow-through on perceived issues
      - Reporting issues not communicated to vendor so report is “worked around”





# Building on Success (cont)

- “care and feeding” process for data imports needs to be monitored as closely as business reports coming out of system.
- Volume of available reports
  - Casual users spend significant time looking for the report “they know is there”
    - Create a user “quick tips” guide for casual/infrequent users
  - Awareness of custom reports is high, awareness of pre-built reports is mixed.
    - If you didn’t identify a need for a pre-built report, remove it from your choice of reports – you can add it back later

# Conclusion

- Implementing a Business Intelligence solution can affect organizational change well “beyond dashboard” reporting
  - Opportunity exists to streamline operations across the organization by
    - Clearly identifying inter-organizational dependencies for a successful operation
    - Raising awareness of key performance areas
  - Investment in ongoing training is critical



## Conclusion (cont)

- Invest time to work together to form user groups/advisory committees to drive Solution Providers priorities based on our common needs