

CALIFORNIA TRANSIT ASSOCIATION 61ST ANNUAL FALL CONFERENCE & EXPO

Building an Adaptive Fleet Strategy

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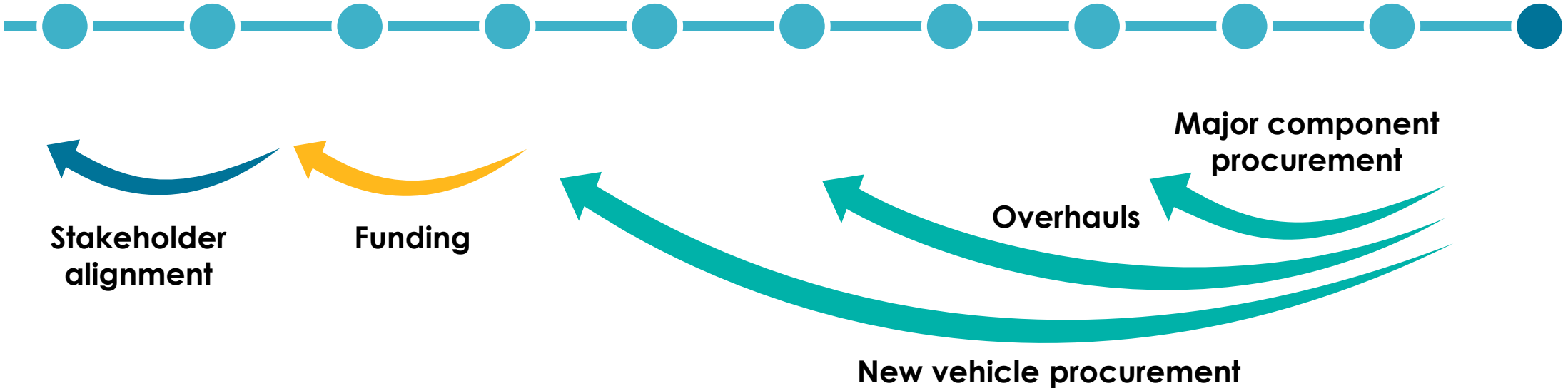
October 29, 2026

Fleet strategy determines what decisions matter. Data analytics and AI help make those decisions better

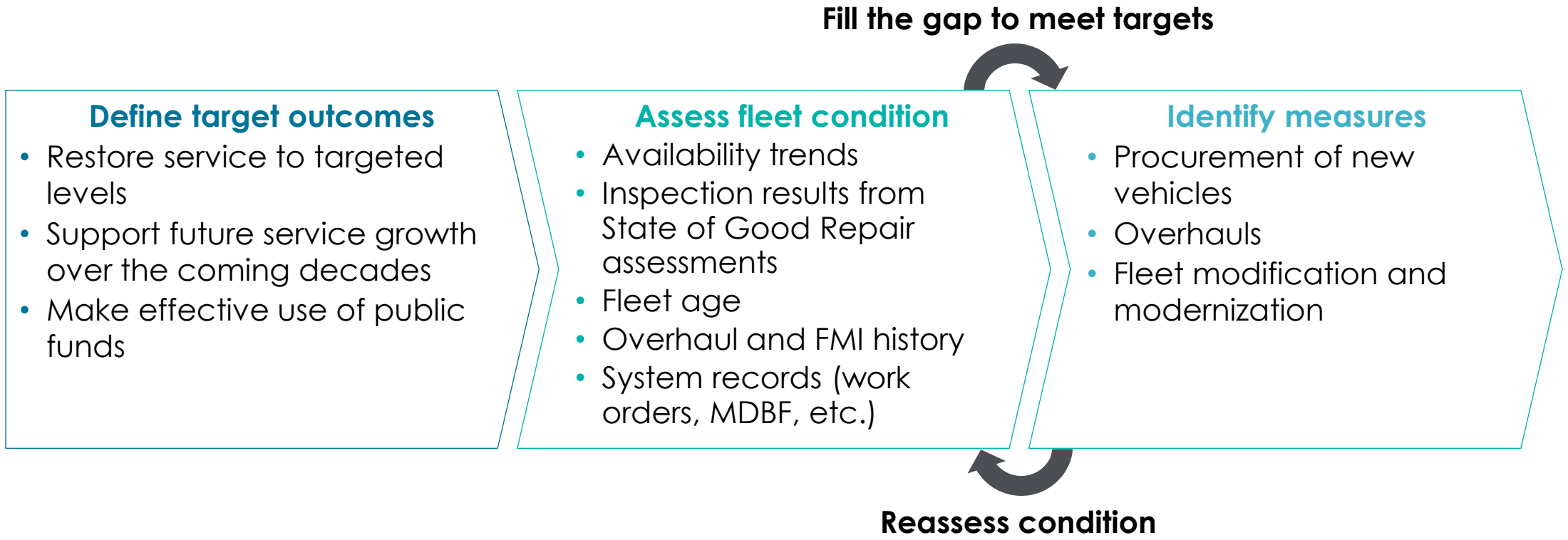


When the fleet crisis becomes visible, it is already too late

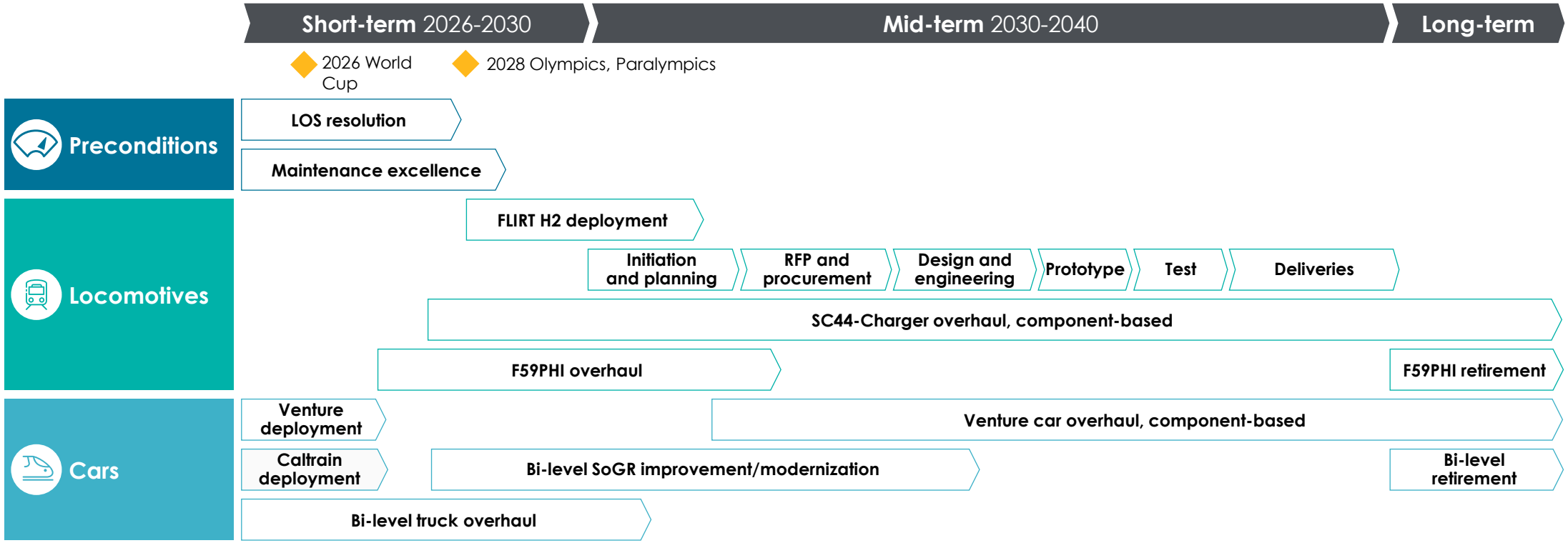
INITIATION POINTS YEARS EARLIER



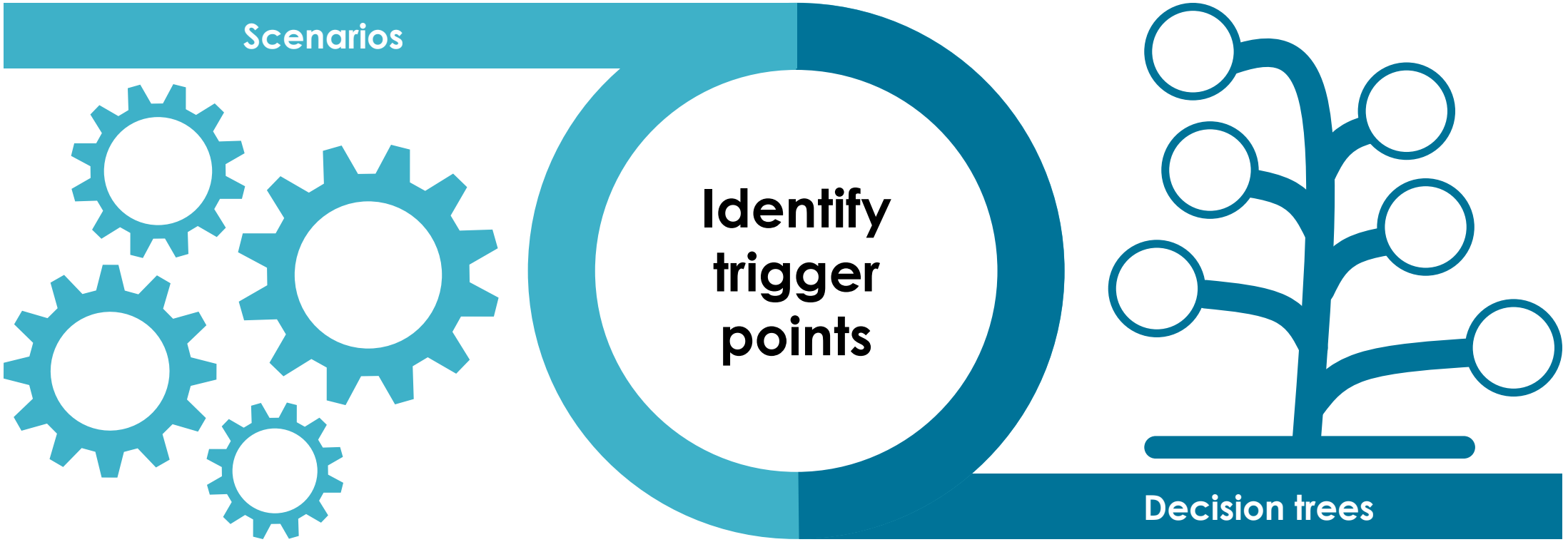
Ambition alone does not move trains



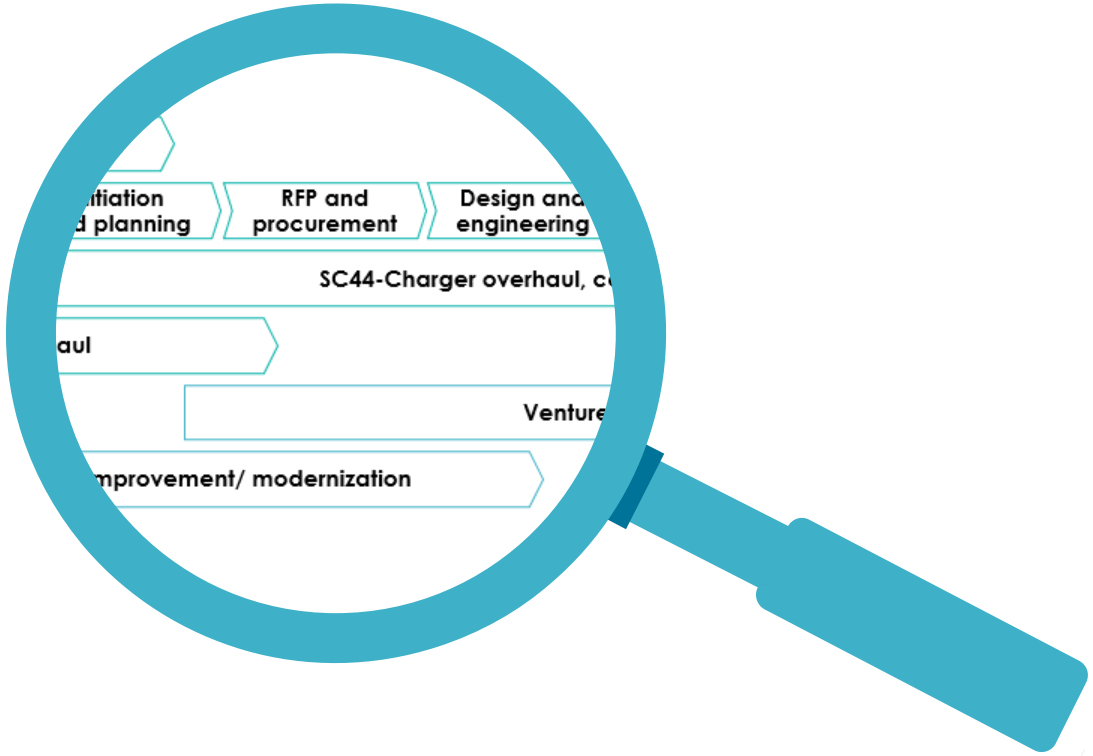
The destination stays as the course adapts



Do not predict one future. Prepare to choose among many



The data revealed the path to 2042



- Concentration of critical measures
- Concentration of funding needs
- Fleet renewal converges on 2042
- Service expansion after the overhaul program

Data does not drive action. Governance does

GOVERNANCE STRUCTURE



Fleet Planning Working Group	*Strategy decisions*
Performance Dialogues	*Monitoring of operations*
Overhaul Monitoring	*Tracking of program progress*

Some takeaways

- Start early
- Integrate the system
- Plan for uncertainty
- Build from available evidence
- Increase intelligence over time





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