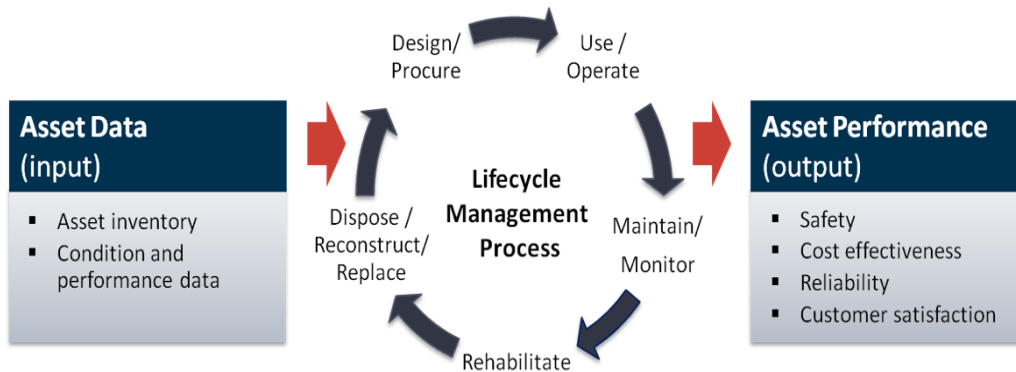




TRANSIT ASSET MANAGEMENT

Federal Transit Administration

Group TAM Plan for Section 5311 and recipients in Missouri



Sponsored by MoDOT – Transit

Missouri Department of Transportation

OCTOBER 2022

Transit Asset Management

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Transit Asset Management

ACRONYMS:

FAST – Fixing America’s Surface Transportation Act

FTA – Federal Transit Administration

MAP-21 - Moving Ahead for Progress in the 21st Century Act

MoDOT – Missouri Department of Transportation

MPO – Metropolitan Planning Organization

NTD – National Transit Data

SGR – State of Good Repair

STIP - State Transportation Improvement Plan

TAM – Transit Asset Management

TERM – Transit Economic Requirements Model (Rating Scale - Analytical Tool)

ULB – Useful Life Benchmark

Transit Asset Management

INTRODUCTION

Pursuant to 49 U.S.C. 5301 et seq., the Missouri Department of Transportation (MoDOT) is the designated recipient and the agency responsible for administering the Federal Transit Administration (FTA) Sections 5304, 5310, 5311, and 5339 formula grant programs for areas outside of Missouri's large, urbanized areas. MoDOT – Transit is responsible for ensuring the fair and equitable distribution of FTA funds; announcing the program and availability of funds; developing a process to solicit, review, and approve eligible funding sources; providing management and technical assistance to applicants and grantees; administering and monitoring contracts; and ensuring compliance with federal requirements by all subrecipients.

MoDOT is committed to a safe, mobility focused public transportation program throughout Missouri that promotes economic growth and opportunity for all of Missouri's citizens. Public transportation is a vital part of Missouri's multimodal transportation system. It is a transportation option that relieves congestion, helps maximize capacity on roadways, improves air quality, reduces fuel consumption and connects people of all ages and abilities with their surrounding communities. Maintaining a transit fleet in a state of good repair is critical to providing a safe, reliable and comfortable environment for operators and the traveling public.

The Moving Ahead for Progress in the 21st Century Act (MAP-21) required the Secretary of Transportation to develop rules to establish a system to monitor and manage public transportation assets to improve safety and increase reliability and performance, and to establish performance measures, and the Fixing America's Surface Transportation (FAST) Act reaffirmed this requirement. On July 26, 2016, FTA published the Transit Asset Management (TAM) Final Rule.

The TAM final rule groups providers into two classifications:

- **Tier I:** Providers own, operate, or manage rail, more than 100 vehicles across all fixed-route modes, or more than 100 vehicles in one non-fixed route mode.
- **Tier II:** Providers are subrecipients of 5311 funds, or an American Indian Tribe, or own, operate, or manage less than 101 vehicles across all fixed route modes, or less than 101 vehicles in one non-fixed route mode.

Tier I providers must develop and carry out their own TAM plans. Tier II providers may develop their own plans or participate in a Group Plan, which is compiled by a Group Plan Sponsor (generally the State DOT or designated §5310 recipient). Tier II §5307 sub-recipients are not required to be offered a Group Plan but may participate if a Sponsor invites them. Each Transit Provider must designate an Accountable Executive to ensure that the necessary resources are available to carry out the TAM plan, regardless of whether it develops its own TAM Plan or participates in a Group Plan – MoDOT – Transit's Sponsored Group TAM Plan.

Transit Asset Management

Transit Providers

Tier I

- Individual Plans
 - Metro Bi State – (St. Louis area)
 - Kansas City Area Transportation Authority (KCATA), including City of Lee’s Summit
 - KC Streetcar – (Kansas City)

Tier II

- Individual Plans
 - City of Joplin
 - City of St. Joseph
- MoDOT – Transit’s Sponsored Group TAM Plan
 - Cape Girardeau County Transit Authority
 - City of Columbia
 - City of Jefferson
 - City Utilities – Springfield
 - Section 5311 Subrecipients

In the 2022 MoDOT Transit’s Sponsored Group Transit Asset Management (TAM) Plan, there are 26 public transportation providers. These public transit providers operate a statewide fleet of 1,067 vehicles and provide more than three million passenger trips annually.

Public transportation providers assist the public, the elderly, individuals with disabilities, and low-income citizens to gain access to needed medical, nutrition, education, employment, and social services.

Participants choosing to opt-out of Group TAM Plans must notify MoDOT Transit Division no later than 12 months prior to the next TAM plan due date.

MoDOT’ – Transit’s Sponsored Group TAM Plan will be updated every four years.

Transit Asset Management (TAM) and State of Good Repair Policy (SGR)

Transit Asset Management is the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risk, and costs over their life cycles for the purpose of providing safe, cost-effective, and reliable public transportation.

Transit Asset Management Plan

The purpose of the MoDOT – Transit’s Sponsored Group TAM Plan is to aid the Transit Section in achieving and maintaining an SGR of transits assets designated in the State of Missouri. SGR is the condition in which a capital assist is able to operate at a full level of performance. This means the asset:

Transit Asset Management

1. Is able to perform its designed function
2. Does not pose a known unacceptable safety risk
3. Lifecycle investments have been met or recovered

The TAM final rule requires every transit provider that receives federal financial assistance under 49 U.S.C. Chapter 53 to develop a TAM plan or be part of a Group TAM Plan prepared by a sponsor (MoDOT - Transit). All TAM plans must contain four major components:

Asset Inventory: A register (comprehensive list) of agency's assets and specific information about those assets. The inventory is broken into four categories: Equipment, Rolling Stock, Facilities (maintenance and administration), and Infrastructure.

Condition Assessment: The process of assessing and documenting the condition or residual life of an asset. This process provides an overall assessment of equipment, maintenance, and administration facilities.

Management Approach – Decision Support Tools: An analytic process or methodology to help prioritize projects to improve and maintain the State of Good Repair of capital assets, based on available condition data, objective criteria, and financial needs for asset investments over time.

Investment Prioritization: A transit provider's ranking of capital projects or programs to achieve or maintain a SGR based on financial resources from all sources a transit provider reasonably anticipates will be available over the TAM Plan period. This section includes but is not limited to performance measures, targets, and proposed investments.

MoDOT – Transit's Sponsored Group TAM Plan - Participating Agencies and Accountable Executives

In compliance with 49 C.F.R. Part 625 Subpart C, each transit provider participating in the MoDOT - Transit's Group TAM Plan has designated an Accountable Executive. An Accountable Executive is a singled, identifiable individual within a transit agency who will have direct responsibility over the resources to participate in the MoDOT – Transit's Group TAM Plan. Each agency participating in the Group Sponsored TAM Plan will provide a written statement of participation from their designated Accountable Executive. The following is a list of participating agencies and the Accountable Executive.

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Participating Agencies and the Accountable Executive

| Agency Name | Accountable Executive |
|--|------------------------------|
| Cape Girardeau County Transit Authority (small urban 5307 recipient) | Tom Mogelnicki |
| City of Bloomfield (5311 subrecipient) | Laranda Stanley |
| City of Carthage (5311 subrecipient) | Stg. Heather Wolfe |
| City of Clinton (5311 subrecipient) | Chuck Bailey |
| City of Columbia (small urban 5307 recipient) | Shannon Hemenway |
| City of El Dorado Springs (5311 subrecipient) | Lisa Allison |
| City of Excelsior Springs (5311 subrecipient) | Chad Birdsong |
| City of Houston (5311 subrecipient) | Heather Sponsler |
| City of Jefferson (small urban 5307 subrecipient) | Mark Mehmert |
| City of Lamar (5311 subrecipient) | Tiffany Triebel |
| City of Mt. Vernon (5311 subrecipient) | Shari Weldy |
| City of Nevada (5311 subrecipient) | Mark Mitchell |
| City of New Madrid (5311 subrecipient) | Richard McGill |
| City of West Plains (5311 subrecipient) | Mike Farrell |
| City Utilities of Springfield (large urban 5307 recipient) | Matthew Crawford |
| Dunklin County Transit Service, Inc. (5311 subrecipient) | Katrina Hodges |
| Licking Bridge Builders, Inc. (5311 subrecipient) | Cynthia Wampner |
| Macon Area Chamber of Commerce (5311 subrecipient) | Sharon Scott |
| Mississippi County Transit System (5311 subrecipient) | Samantha Jones |
| New Bourbon Port Authority (5311 subrecipient) | Margaret Yates |
| OATS, Inc. (5311 subrecipient) | Dorothy Yeager |
| Ray County Transportation, Inc. (5311 subrecipient) | Janine Clampitt |
| Ripley County Transit, Inc. (5311 subrecipient) | Laura Oldham |
| Scott County Transit System, Inc. (5311 subrecipient) | Marilyn Schollosser |
| SERVE, Inc. (5311 subrecipient) | Courtney Harrison |
| Southeast Missouri Transportation Service, Inc. (SMTS) (5311 subrecipient) | Ginny Smith |
| Southeast Missouri State University (old 5309 subrecipient) | Beth Glaus |

Chapter 1: Asset Inventory

The Asset Inventory is a register of capital assets from agencies that are participating in the MoDOT- Transit Sponsored Group TAM Plan. The inventory includes all assets for which a provider has direct or shared responsibility used in the provision of public transportation. There are four categories of assets: Equipment, Rolling Stock, Facilities, and Infrastructure.

Although these categories are used for Asset Inventory and Condition Assessment, not all participants will have assets in every category.

Transit Asset Management

Equipment: Classified as non-revenue support-service vehicles. The threshold for equipment is in the amount of \$50,000 at the time purchase. Currently, there is no equipment more than \$50,000 and therefore, requirements for performance measures will not apply to this Sponsored Group TAM Plan.

Rolling Stock: Classified as revenue vehicles for public transportation. There are six asset classes: automobiles, buses, cutaways, minivans, vans, and ferry boats.

Facilities: Maintenance and administration facilities in which an agency has a direct or shared capital responsibility.

Infrastructure: Tier II agencies will have no infrastructure assets. Therefore, the infrastructure requirements and performance measure will not apply to this Sponsored Group TAM Plan.

Asset Inventory Summary

| Asset Category/Class | # of Units |
|----------------------|------------|
| Rolling Stock | 1,170 |
| Facilities | 38 |

Appendix "A" Vehicle Inventory Summary / Benchmark Useful Life

Appendix "B" Facility Inventory / Asset Condition Data (Term Scale Rating)

Chapter 2: Condition Assessment

The Condition Assessment is the process of assessing and documenting the condition or residual life of an asset. This provides an overall condition of equipment, rolling stock, and facilities for which a provider has direct or shared responsibility. The condition assessment generates information at a level of detail to monitor capital assets.

MoDOT – Transit utilizes the following templates provided by FTA:

- TAM Plan Template (includes a group plan)
- FTA’s standards for determining Useful Life Benchmark (ULB)
- TAM Facility Performance Measure Reporting Guidebook: Condition Assessment Calculation, for guidance on how these assessments are to be completed and reported.

Rolling Stock: MoDOT – Transit uses the guidance from FTA for ULB. FTA has provided guidance to determine the maximum age of an asset – or at the point in which an asset enters the SGR backlog. FTA defines the ULB as the expected lifecycle of a capital asset for a transit provider’s or the acceptable period of use in service. The ULB considers a provider’s unique operating environment such as geography and service frequency. For the purposes of this plan, MoDOT – Transit utilizes the default ULB as criteria in determining the rolling stock beyond the ULB an asset (Appendix A). Inventory is requested annually and updated accordingly within the Sponsored Group TAM Plan.

Transit Asset Management

Useful Life Benchmark:

| Rolling Stock | Useful Life Benchmark |
|----------------------------|-----------------------|
| Automobiles, Minivans/Vans | 8 years |
| Cutaways | 10 years |
| Buses | 14 years |
| Ferry Boats | 42 years |

Appendix "A" Vehicle Inventory / Benchmark Useful Life Summary

Facilities: The condition assessment used for facilities is the National Transit Data (NTD) Transit Economic Requirements Model (TERM) Rating Scale, a five-point scale used by FTA.

The TERM Rating Scale:

| Rating / Condition | Description |
|--------------------|---|
| 5 - Excellent | No visible defects, new or near new condition, may still be under warranty if applicable |
| 4 - Good | Good condition, but no longer new, may be slightly defective or deteriorated, but is overall functional |
| 3 - Adequate | Moderately deteriorated or defective; but has not exceeded useful life |
| 2 - Marginal | Defective or deteriorated in need of replacement, exceeded useful life |
| 1 - Poor | Critically damaged or in need of immediate repair; well past useful life |

The TERM Rating Scale breaks down the categories and subcategories into a Score Card (Appendix E). Agencies must use the Score Card and TERM Rating Scale to assess the condition of facility assets. The overall rating for facilities is based on Score Card total points and the replacement cost to compute the average weighted condition. The facility condition data must be updated every four years.

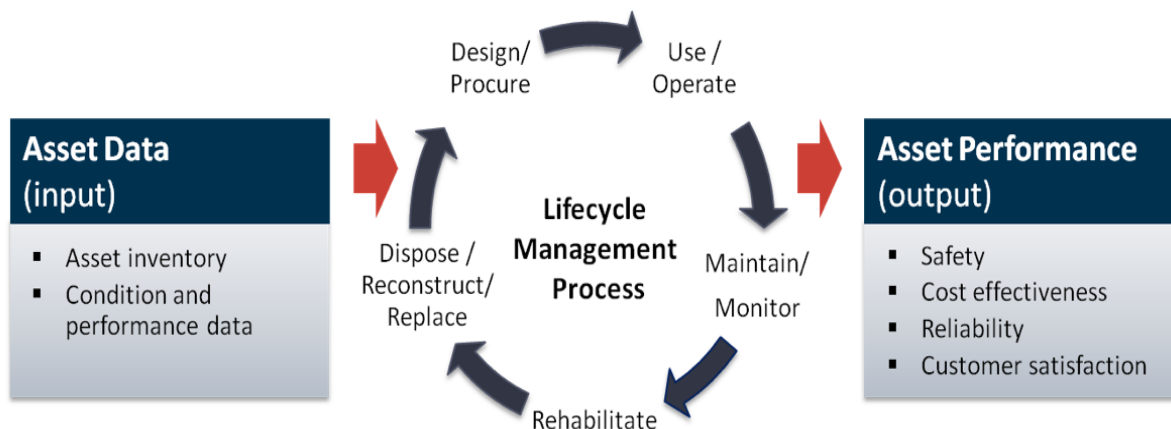
Chapter 3: Decision Support Tools - Management Approach

The Decision Support Tools - Management Approach is the analytic process or methodology to help prioritize capital assets, projects, and maintain a SGR for public transportation in the State of Missouri.

MoDOT - Transit utilizes the support tool “Template” to assist in analyzing inventory, condition, investment prioritization, and documentation.

Transit Asset Management

Asset Life Cycle Process: The demonstration below shows the life cycle of an asset. Asset management is the process of resource allocation, optimization, and utilization.



Performance Measures and Targets

Performance Measurement is the process of collecting, analyzing and/ or reporting information regarding the performance of an individual, group, organization, system, or component. It can involve studying processes/strategies within organizations, to see whether outputs are in line with what was intended or should have been achieved.

MoDOT - Transit Sponsored Group TAM Plan will work in partnership with the Accountable Executives in collecting data, monitoring, and decision making. The ultimate goal is maintaining the assets at or below the targets. The Accountable Executive of the agency will be responsible for submitting the needed data to be included within the Sponsored Group TAM Plan.

The performance management approach initiated in the FAST ACT/ MAP-21 includes establishing performance measures and setting targets to improve system performance. A target is a quantifiable level of performance or condition, expressed as a numerical value for the measure. The following table is MoDOT-Transit Sponsored Group TAM Plan State Fiscal Year 2023 targets:

Transit Asset Management

| MoDOT Sponsored Group TAM Plan State Fiscal Year 2023 Targets | | |
|--|---|-----|
| Equipment: Non-revenue support-service and maintenance vehicles (exceeding \$50,000 at purchase) | | N/A |
| Rolling Stock: Revenue vehicles by mode and ULB: | | |
| Automobiles, Minivans, Vans | 8 years | 45% |
| Cutaways | 10 years | 45% |
| Buses | 14 years | 45% |
| Ferry Boats | 42 years | 30% |
| Facilities | | |
| Administrative, passenger stations (buildings) and parking facilities | No more than 30% with a condition rating at or below 3.0 on FTA's TERM Scale | |
| Maintenance facilities | No more than 25% with a condition rating at or below 3.0 on FTA's TERM Scale | |
| Infrastructure | | |
| Only rail fixed-guideway, track, signals and systems | | N/A |

It is important to identify what factors are considered when setting performance measure and targets. MoDOT – Transit implements the analysis tools provided by FTA to assist with this process.

The goal for rolling stock is to **reduce** the number of revenue vehicles exceeding the ULB by 45 percent. Rolling stock is divided into category:

Rolling Stock – Inventory

| Asset Type | # of Units | FTA's ULB | % > ULB | Target |
|-------------|------------|-----------|---------|--------|
| Automobiles | 21 | 8 | 44% | 45% |
| Buses | 69 | 14 | 42% | 45% |
| Cutaways | 699 | 10 | 39% | 45% |
| *Minivans | 284 | 8 | 47% | 45% |
| Vans | 96 | 8 | 40% | 45% |
| Ferry Boat | 1 | 42 | 0% | 30% |

*Due to the inability to purchase vehicles and Buy America requirements, MoDOT Transit’s inventory of minivans is greater than the target percentage of the ULB.

Facilities – Current Condition

Based on the TERM Rating Scale for facilities, the goal is to have **no** more than 30% with a condition rating below 3.0 on Administration/Passenger Facilities and **no** more than 25% on with a condition rating below 3.0 on Maintenance Facilities.

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| Asset Type | # of Units | Avg TERM Condition | % < 3.0 TERM Rating Scale | Target |
|------------------------------|------------|--------------------|---------------------------|--------|
| Administration Facilities | 19 | 3.35 | 0% | 30% |
| Maintenance Facilities | 12 | 3.21 | 0% | 25% |
| Parking/Passenger Facilities | 7 | 4.01 | 0% | 30% |

Chapter 4: Investment Prioritization

A transit provider's ranking of capital projects is to achieve or maintain a state of good repair based on financial resources from all sources a transit provider reasonably anticipates is available over the Sponsored Group TAM Plan horizon period. The investment prioritization is to link information gained from the asset inventory, condition assessment, and the management

Risk Management

Risk Management is the identification, assessment, and prioritization of risks followed by coordinated and economical resources to minimize, monitor, and control the probability and/or impact of unfortunate events. Further evaluation may be considered on whether or not each asset class is beyond the SGR or imposing a risk factor.

- Risk factors included are not limited to the following:
 - Condition – failures and malfunctions
 - Outdated/expired equipment or an unacceptable safety risk
 - Preventive maintenance not being conducted
 - Pre and post trip inspection not being conducted
- Mitigation Strategies
 - Dispose of vehicles that pose a safety risk or has exceeded the ULB
 - Rebuild, reconstruct, replace bus and bus facilities and or equipment that pose an irreparable unacceptable safety risk
 - Preventive maintenance schedule
 - Oversight and Compliance Reviews

Disposal Strategy

MoDOT's Transit Division implements its own disposition procedures, following FTA's guidelines, to ensure vehicles are used until the end of their useful life. In the event a vehicle must be disposed beforehand due to an unacceptable safety risk, the vehicle may be disposed upon MoDOT's approval.

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Preventive Maintenance Strategies

Preventive Maintenance is set on a schedule based on calendar dates or usage, often at the recommendation of the manufacturer. Each agency adheres to their written facility/vehicle maintenance programs to ensure assets:

- Are maintained, at a minimum, in accordance with their manufacturer’s service guidelines
- Have pre and post trip inspections
- Do not pose a safety risk

Oversight and Compliance

When an agency accepts FTA funding assistance through a transit grant project, whether for a capital project, such as a bus/van, facilities, or for public transit operating assistance, there are terms and conditions (federal requirements) that continue for the life of the project. FTA requires MoDOT – Transit to ensure compliance with these requirements, includes, but is not limited to the following:

- Onsite visits (tri-annual)
- Promotion of good practices
- Technical assistance
- Documentation review
 - Procurement files
 - Maintenance records
 - Training records
 - Drug /Alcohol testing results
- Implementation of corrective actions

Funding Source

FTA funding allocations to Missouri is crucial to the continued operation of public transportation services throughout the State. MoDOT – Transit initiates an application process to identify the applicant’s capital needs. The capital needs and the funding availability is analyzed in the decision making for awarded projects.

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| FTA Funding Source / Recipients | MoDOT Transit's Projected Funding for Capital Assets | | | | |
|---|--|--------------------|--------------------|--------------------|--------------------|
| 5311 Subrecipients | 2023 | 2024 | 2025 | 2026 | 2027 |
| 5339 – Bus and Bus Facilities Rural | \$2,315,728 | \$2,362,043 | \$2,409,284 | \$2,457,470 | \$2,506,619 |
| 5339 – Bus and Bus Facilities Discretionary | \$5,200,000 | \$0 | \$0 | \$0 | \$0 |
| Small Urban recipients | | | | | |
| 5339 – Bus and Bus Facilities Cape Girardeau | \$269,763 | \$275,158 | \$283,413 | \$289,081 | \$294,863 |
| 5339 – Bus and Bus Facilities City of Columbia | \$511,695 | \$521,929 | \$537,587 | \$548,339 | \$559,305 |
| 5339 – Bus and Bus Facilities City of Jefferson | \$293,165 | \$299,028 | \$307,999 | \$314,159 | \$320,442 |
| 5339- Bus and Bus Facilities Springfield | \$325,350 | \$331,857 | \$341,813 | \$348,649 | \$355,622 |
| Total Projected Funding | \$8,915,701 | \$3,790,015 | \$3,880,096 | \$3,957,698 | \$4,036,851 |

Proposed Investments

The Investment Prioritization step is iterative because there are many tradeoffs to balance when determining the optimal priorities for the group. Some of the considerations include the tradeoffs between asset condition and costs of projects, the balancing of funding and needs among diverse participants, the balancing of project or funds among asset categories and classes and the ability to impact conditions of varying assets with the funds available. By analyzing the data collected and utilizing the TERM Rating Scale and the ULB, the proposed investments for the Sponsored Group TAM Plan are as follows: (See Appendix “D” for a detailed listing)

Approving the Plan

MoDOT – Transit will collaborate with participants in determining investment prioritization and other TAM decision-making. The Accountable Executive of each participating agency does approve the Sponsored Group TAM Plan and is ultimately responsible for implementation of the Group TAM Plan at the level of the participating agency. MoDOT – Transit will share the Sponsored Group TAM Plan with its partners and stakeholders.

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Recordkeeping and Reporting

- National Transit Database (NTD) - annual reporting.
- Maintain records and documents that support the MoDOT Sponsored Group TAM plan.
- Maintain documents on changes made throughout the year.

Timeline

| | |
|--------------------|--|
| March 18, 2022 | MoDOT email to Tier II small urban agencies requesting notification on participation in state TAM plan or developing/updating their own. |
| April 20, 2022 | MoDOT holds educational webinar with FTA, MPOs, Tier I, Tier II and 5311 providers on 2022 TAM Plan to discuss targets updates, performance measures and coordination process. |
| June 2022 | MoDOT staff compiles annual fiscal year inventory and facility condition assessment for each performance measure. |
| July 2022 | Meet with MoDOT Executive Team on recommended TAM targets and assumptions. |
| August 8, 2022 | MoDOT shares draft targets with transit agencies, MPOs and FTA with discussion on target assumptions in partner collaboration call. |
| September 16, 2022 | MoDOT submits transit targets to FTA Region VII. |
| October 3, 2022 | MoDOT submits TAM Plan to FTA Region VII. |
| By Oct. 31, 2022 | MoDOT submits annual targets in the National Transit Database (NTD). |

RESOURCES

MoDOT Website: <http://www.modot.org>

Federal Transit Administration: www.transit.dot.gov

National Rural Transit Assistance Program (RTAP): <http://nationalrtap.org/>

Transit Asset Management

Appendix “A” Vehicle Inventory Summary / Benchmark Useful Life

| Asset Category | Year | Fleet Type | Asset Class | Count | Benchmark Useful Life | Exceeding Benchmark in Years | Estimate Replacement Cost / Value |
|------------------|------|-----------------|-------------|-------|-----------------------|------------------------------|-----------------------------------|
| Revenue Vehicles | 2001 | International | Bus BU | 3 | 14 | 7 | \$ 500,000.00 |
| Revenue Vehicles | 2002 | Gillig | Bus BU | 1 | 14 | 6 | \$ 240,000.00 |
| Revenue Vehicles | 2003 | Ford | Cutaway CU | 1 | 10 | 9 | \$ 125,000.00 |
| Revenue Vehicles | 2004 | Ford | Cutaway CU | 1 | 10 | 8 | \$ 125,000.00 |
| Revenue Vehicles | 2004 | Chevy | Minivan MV | 1 | 10 | 8 | \$ 65,000.00 |
| Revenue Vehicles | 2005 | Chevy | Cutaway CU | 3 | 10 | 7 | \$ 375,000.00 |
| Revenue Vehicles | 2005 | Gillig | Bus BU | 5 | 14 | 3 | \$ 400,000.00 |
| Revenue Vehicles | 2006 | Combined Assets | Van VN | 7 | 14 | 2 | \$ 455,000.00 |
| Revenue Vehicles | 2006 | Gillig | Bus BU | 1 | 14 | 8 | \$ 165,000.00 |
| Revenue Vehicles | 2006 | Ford | Cutaway CU | 13 | 10 | 7 | \$ 1,625,000.00 |
| Revenue Vehicles | 2007 | Ford | Minivan MV | 3 | 8 | 7 | \$ 195,000.00 |
| Revenue Vehicles | 2008 | Ford | Cutaway CU | 22 | 10 | 4 | \$ 2,750,000.00 |
| Revenue Vehicles | 2008 | Ford | Auto AO | 2 | 8 | 6 | \$ 45,000.00 |
| Revenue Vehicles | 2008 | Ford | Van VN | 3 | 8 | 6 | \$ 195,000.00 |
| Revenue Vehicles | 2008 | Kia | Minivan MV | 3 | 8 | 6 | \$ 195,000.00 |
| Revenue Vehicles | 2009 | Combined Assets | Cutaway CU | 97 | 10 | 3 | \$ 12,125,000.00 |
| Revenue Vehicles | 2009 | Dodge | Minivan MV | 26 | 8 | 5 | \$ 1,690,000.00 |
| Revenue Vehicles | 2009 | Combined Assets | Van VN | 11 | 8 | 5 | \$ 715,000.00 |
| Revenue Vehicles | 2010 | Gillig | Bus BU | 5 | 14 | 0 | \$ 2,250,000.00 |
| Revenue Vehicles | 2010 | Combined Assets | Cutaway CU | 9 | 10 | 2 | \$ 1,125,000.00 |
| Revenue Vehicles | 2010 | Combined Assets | Minivan MV | 8 | 8 | 4 | \$ 520,000.00 |
| Revenue Vehicles | 2010 | Ford | Van VN | 1 | 8 | 4 | \$ 65,000.00 |
| Revenue Vehicles | 2010 | Gillig | Bus BU | 4 | 14 | 0 | \$ 1,250,000.00 |
| Revenue Vehicles | 2011 | Combined Assets | Van VN | 2 | 8 | 3 | \$ 130,000.00 |
| Revenue Vehicles | 2011 | Combined Assets | Minivan MV | 17 | 8 | 2 | \$ 1,105,000.00 |
| Revenue Vehicles | 2011 | Combined Assets | Cutaway CU | 51 | 10 | 1 | \$ 6,375,000.00 |
| Revenue Vehicles | 2011 | Combined Assets | Bus BU | 3 | 14 | 0 | \$ 1,200,000.00 |
| Revenue Vehicles | 2012 | Combined Assets | Auto AO | 8 | 8 | 2 | \$ 360,000.00 |
| Revenue Vehicles | 2012 | Combined Assets | Cutaway CU | 77 | 10 | 0 | \$ 9,625,000.00 |
| Revenue Vehicles | 2012 | Combined Assets | Bus BU | 6 | 14 | 0 | \$ 400,000.00 |
| Revenue Vehicles | 2012 | Combined Assets | Minivan MV | 28 | 8 | 2 | \$ 1,820,000.00 |
| Revenue Vehicles | 2012 | Combined Assets | Van VN | 6 | 8 | 2 | \$ 390,000.00 |
| Revenue Vehicles | 2013 | Combined Assets | Cutaway CU | 14 | 8 | 1 | \$ 1,750,000.00 |
| Revenue Vehicles | 2013 | Elkhart | Bus BU | 2 | 14 | 0 | \$ 800,000.00 |
| Revenue Vehicles | 2014 | Combined Assets | Cutaway CU | 61 | 10 | 0 | \$ 7,625,000.00 |
| Revenue Vehicles | 2014 | Combined Assets | Minivan MV | 49 | 8 | 0 | \$ 2,626,000.00 |

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| Asset Category | Year | Fleet Type | Asset Class | Count | Benchmark Useful Life | Exceeding Benchmark in Years | Estimate Replacement Cost / Value |
|-----------------------|-------------|-------------------|--------------------|--------------|------------------------------|-------------------------------------|--|
| Revenue Vehicles | 2014 | Combined Assets | Van VN | 6 | 8 | 0 | \$ 390,000.00 |
| Revenue Vehicles | 2014 | Chevy Malibu | Auto AO | 2 | 8 | 0 | \$ 90,000.00 |
| Revenue Vehicles | 2015 | Combined Assets | Auto AO | 7 | 8 | 0 | \$ 455,000.00 |
| Revenue Vehicles | 2015 | Combined Assets | Cutaway CU | 32 | 10 | 0 | \$ 4,000,000.00 |
| Revenue Vehicles | 2015 | Combined Assets | Minivan MV | 28 | 8 | 0 | \$ 1,820,000.00 |
| Revenue Vehicles | 2015 | Combined Assets | Van VN | 3 | 8 | 0 | \$ 195,000.00 |
| Revenue Vehicles | 2015 | Gillig | Bus BU | 2 | 14 | 0 | \$ 1,000,000.00 |
| Revenue Vehicles | 2016 | Dodge | Minivan MV | 20 | 8 | 0 | \$ 1,300,000.00 |
| Revenue Vehicles | 2016 | Combined Assets | Cutaway CU | 99 | 10 | 0 | \$ 12,375,000.00 |
| Revenue Vehicles | 2016 | Ford | Van VN | 5 | 8 | 0 | \$ 325,000.00 |
| Revenue Vehicles | 2017 | Combined Assets | Cutaway CU | 46 | 10 | 0 | \$ 5,750,000.00 |
| Revenue Vehicles | 2017 | Combined Assets | Minivan MV | 35 | 8 | 0 | \$ 2,275,000.00 |
| Revenue Vehicles | 2017 | Combined Assets | Van VN | 23 | 8 | 0 | \$ 1,495,000.00 |
| Revenue Vehicles | 2017 | Combined Assets | Bus BU | 2 | 14 | 0 | \$ 400,000.00 |
| Revenue Vehicles | 2018 | Ford Taurus | Auto AO | 2 | 8 | 0 | \$ 90,000.00 |
| Revenue Vehicles | 2018 | Combined Assets | Cutaway CU | 62 | 10 | 0 | \$ 7,750,000.00 |
| Revenue Vehicles | 2018 | Combined Assets | Minivan MV | 20 | 8 | 0 | \$ 1,300,000.00 |
| Revenue Vehicles | 2018 | Combined Assets | Van VN | 4 | 8 | 0 | \$ 260,000.00 |
| Revenue Vehicles | 2018 | Ford | Bus BU | 13 | 14 | 0 | \$ 42,000,000.00 |
| Revenue Vehicles | 2019 | Combined Assets | Cutaway CU | 95 | 10 | 0 | \$ 11,875,000.00 |
| Revenue Vehicles | 2019 | Combined Assets | Minivan MV | 24 | 8 | 0 | \$ 1,560,000.00 |
| Revenue Vehicles | 2019 | Combined Assets | Van VN | 37 | 8 | 0 | \$ 1,850,000.00 |
| Revenue Vehicles | 2019 | Combined Assets | Bus BU | 2 | 14 | 0 | \$ 800,000.00 |
| Revenue Vehicles | 2020 | Combined Assets | Minivan MV | 13 | 8 | 0 | \$ 845,000.00 |
| Revenue Vehicles | 2020 | Combined Assets | Van VN | 3 | 8 | 0 | \$ 200,000.00 |
| Revenue Vehicles | 2020 | Gillig | Bus BU | 5 | 14 | 0 | \$ 2,000,000.00 |
| Revenue Vehicles | 2021 | Combined Assets | Cutaway CU | 4 | 10 | 0 | \$ 500,000.00 |
| Revenue Vehicles | 2021 | Combined Assets | Minivan MV | 6 | 8 | 0 | \$ 390,000.00 |
| Revenue Vehicles | 2021 | Gillig | Bus BU | 4 | 14 | 0 | \$ 1,200,000.00 |
| Revenue Vehicles | 2021 | Combined Assets | Minivan MV | 5 | 8 | 0 | \$ 320,000.00 |
| Revenue Vehicles | 2021 | Combined Assets | Van VN | 2 | 8 | 0 | \$ 130,000.00 |
| Revenue Vehicles | 2022 | Toyota | Minivan MV | 3 | 8 | 0 | \$ 195,000.00 |
| Revenue Vehicles | 2022 | Ford | Van VN | 1 | 8 | 0 | \$ 65,000.00 |

Transit Asset Management

Appendix “B” Facility Inventory / Asset Condition Data (Term Scale Rating)

| Asset Category | Asset Class | Average Term Scale Rating | Estimated Replacement Cost |
|---------------------|-------------------|---------------------------|----------------------------|
| Facility - Count 19 | Administration | 3.35 | \$ 125,865,000.00 |
| Facility - Count 12 | Maintenance | 3.21 | \$ 95,000,000.00 |
| Facility - Count 7 | Parking/Passenger | 4.01 | \$ 1,200,000.00 |

Appendix “C” Proposed Investments

| Project | Project Year | | | | |
|-------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| | 2023 | 2024 | 2025 | 2026 | 2027 |
| Asset Type | | | | | |
| Facilities | | | | | |
| Administration | 0 | 0 | 0 | 0 | 0 |
| Maintenance | 0 | 0 | 0 | 0 | 0 |
| Parking/ Passenger | 0 | 0 | 0 | 0 | 0 |
| Revenue Vehicles | | | | | |
| # Automobiles | 0 | 2 | 8 | 3 | 3 |
| # Buses | 5 | 5 | 4 | 2 | 3 |
| # Cutaways | 150 | 100 | 99 | 105 | 29 |
| # Minivans / Vans | 0 | 50 | 30 | 34 | 58 |
| Projected Need | \$18,750,000.00 | \$26,250,000.00 | \$18,500,000.00 | \$20,500,000.00 | \$26,400,000.00 |

Transit Asset Management

Appendix "D Transit Asset Condition Rating Scale

| Transit Asset Condition Rating Scale | | | | | | |
|--|---|--|--|--------|-----------|--------------|
| Description | Asset Condition | Asset Performance | Asset Level of Maintenance Required | Rating | Scoring | Rating Range |
| Asset is new or nearly new 75% - 100% | Asset is new or like new | Asset meets or exceeds all performance and reliability metrics, industry standards | Asset requires routine preventative maintenance according to scheduled maintenance cycles | 5 | Excellent | 4.8 - 5.0 |
| Asset is nearing its mid-point 50% - 75% | Asset is showing minimal signs of wear and deterioration | Asset generally meets performance and reliability, based on manufacturer's performance standards | Asset needs some minor repairs for minor subcomponents between maintenance cycles | 4 | Good | 4.0 - 4.7 |
| Asset has passed its midpoint 25% - 50% | Asset is showing moderately signs of defective or deteriorated components | Asset's performance and reliability may decrease and cause service interruption for non-schedule maintenance | Asset needs more frequent minor repairs on subcomponents | 3 | Adequate | 3.0 - 3.9 |
| Asset nearing or at end of its ULB 0% - 25% | Asset's major subcomponents needs to be rebuilt or replaced | Asset performance and reliability is becoming more substantial but does not pose a safety risk | Asset's maintenance has significantly increased in repairs between preventative maintenance cycles | 2 | Marginal | 2.0 - 2.9 |
| Asset passed its ULB | Asset is no longer serviceable | Asset does not meet performance standards and would pose a safety hazard if put in service | Major component failures | 1 | Poor | 1.0 - 1.9 |

Transit Asset Management

Appendix "D" Facility Assessment Score Card

| Facilities Assessment | | | | | | | | |
|---|---|---------------------|-----------|-----------|--------------------------|---------------------|--|--|
| Agency Name: | | | | | | | | |
| Address/Location/City | | | | | | | | |
| Inspection Date: | | | | | Phone Number | | | |
| Inspector: | | | | | | | | |
| Please print name above and signature of inspector. | | | | | | | | |
| Administration | | Maintenance | | Passenger | | Parking | | |
| Please indicate above the facility being assessed | | | | | | | | |
| Rating Scale | | | | | | | | |
| Condition | Description | | | | | | | |
| 5 - Excellent | No visible defects, new or near new condition, may still be under warranty if applicable | | | | | | | |
| 4 - Good | Good condition, but no longer new, may be slightly defective or deteriorated, but is overall functional | | | | | | | |
| 3 - Adequate | Moderately deteriorated or defective; but has not exceeded useful life | | | | | | | |
| 2 - Marginal | Defective or deteriorated in need of replacement, exceeded useful life | | | | | | | |
| 1 - Poor | Critically damaged or in need of immediate repair; well past useful life | | | | | | | |
| Assessment - Rating | | | | | | | | |
| Foundation | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating | | |
| (Please enter number from Rating Scale) | walls | | 0 | 0.00 | | \$ - | | |
| | Columns | | | | | | | |
| | Pilings | | | | | | | |
| Basement | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating | | |
| (Please enter number from Rating Scale) | Materials | | 0 | 0.00 | | \$ - | | |
| | Insulation | | | | | | | |
| | Floor | | | | | | | |
| Conveyance | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating | | |
| (Please enter number from Rating Scale) | Elevators | | 0 | 0.00 | \$ - | \$ - | | |
| | Escalators | | | | | | | |
| | Lifts | | | | | | | |

Transit Asset Management

| Shell | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating |
|---|---------------------------------------|---------------------|-----------|-------|--------------------------|---------------------|
| (Please enter number from Rating Scale) | Columns, | | 0 | 0.00 | | \$ - |
| | Pillars | | | | | |
| | Walls | | | | | |
| | Roof - tiles, shingles | | | | | |
| | Gutters | | | | | |
| | Eaves | | | | | |
| | Skylights | | | | | |
| | Chimney Surrounds | | | | | |
| | Downspouts | | | | | |
| | Windows | | | | | |
| | Doors | | | | | |
| | All Finishes - paint masonry | | | | | |
| | Balconies | | | | | |
| Fire Escapes | | | | | | |
| Interiors | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating |
| (Please enter number from Rating Scale) | Partitions | | 0 | 0.00 | \$ - | \$ - |
| | Walls | | | | | |
| | Interior Doors | | | | | |
| | Fittings | | | | | |
| | Signage | | | | | |
| | Stairs | | | | | |
| | Interior Stairs | | | | | |
| | Landings | | | | | |
| | Finishes - walls, floors and ceilings | | | | | |
| | Windows | | | | | |
| | Doors | | | | | |
| All Finishes - paint masonry | | | | | | |

Transit Asset Management

| Plumbing | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating |
|---|--|---------------------|-----------|-------|--------------------------|---------------------|
| (Please enter number from Rating Scale) | Fixtures | | 0 | 0.00 | \$ - | \$ - |
| | Water Distribution | | | | | |
| | Sanitary Waste | | | | | |
| | Rainwater Drainage | | | | | |
| HVAC | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating |
| (Please enter number from Rating Scale) | Energy Supply | | 0 | 0.00 | \$ - | \$ - |
| | Heat Generation and Distribution System | | | | | |
| | Testing, balancing, controls and instrumentation | | | | | |
| | Chimneys and Vents | | | | | |
| | Housing | | | | | |
| | Drains | | | | | |
| | Wiring | | | | | |
| Fire Protection | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating |
| (Please enter number from Rating Scale) | Sprinklers | | 0 | 0.00 | \$ - | \$ - |
| | Standpipes | | | | | |
| | Hydrants / Other | | | | | |
| Electrical | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating |
| (Please enter number from Rating Scale) | Electrical Service and Distribution | | 0 | 0.00 | \$ - | \$ - |
| | Lighting/Branch Wiring | | | | | |
| | Communication / Security | | | | | |
| | Generators / Emergency lighting | | | | | |

Transit Asset Management

| Equipment | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating |
|---|------|---------------------|-----------|-------|--------------------------|---------------------|
| (Please enter number from Rating Scale) | Name | | 0 | 0.00 | \$ - | \$ - |
| | Name | | | | | |
| | Name | | | | | |
| | Name | | | | | |
| Overall Replacement Cost | | | | | | \$ - |

| Site | | Rating of Condition | Total Pts | Score | Overall Replacement Cost | Avg Weighted Rating |
|---|---|---------------------|-----------|-------|--------------------------|---------------------|
| (Please enter number from Rating Scale) | Roadway Signage, Markings | | 0 | 0.00 | \$ - | \$ - |
| | Parking Lots - Signage, Markings | | | | | |
| | Pedestrian Areas - Signage and Markings | | | | | |
| | Fences, Walls, Misc. Structures | | | | | |
| | Landscaping | | | | | |
| | Irrigation | | | | | |
| | Site utilities | | | | | |

| Overall Assessment (Avg Weighted Rating/Replacement Cost) | | Replacement Cost | Avg Weighted Rating |
|---|--|------------------|---------------------|
| Asset | | | |
| Foundation | | \$ - | \$ - |
| Basement | | \$ - | \$ - |
| Conveyance | | \$ - | \$ - |
| Shell | | \$ - | \$ - |
| Interiors | | \$ - | \$ - |
| Plumbing | | \$ - | \$ - |
| HVAC | | \$ - | \$ - |
| Fire Protection | | \$ - | \$ - |
| Electrical | | \$ - | \$ - |
| Equipment | | \$ - | \$ - |
| Site | | \$ - | \$ - |
| Total | | \$ - | \$ - |