



GOLDEN EMPIRE TRANSIT DISTRICT

TRANSIT ASSET MANAGEMENT PLAN

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AUTHORITY ACCEPTANCE

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This document is the culmination of a collaborative effort during the period of February 2018 through July 2018 between Golden Empire Transit District ("GETD," "The District") and ABB Asset Management Consulting Services (ABB). The entire core team members are shown above as the Document Development Committee.



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EXECUTIVE SUMMARY

Transit Asset Management (TAM) is a business model that prioritizes funding based on the condition of transit assets, in order to achieve or maintain transit networks in a State of Good Repair (SGR). In July 2016, the Federal Transit Administration (FTA) issued a final rule requiring transit agencies to maintain and document minimum TAM standards. Federal law requires recipients and sub-recipients of Federal financial assistance to develop a Transit Asset Management Plan that is due to be completed on October 1, 2018.

Transit Asset Management Plan Elements

The FTA regulation defines Golden Empire Transit District (“GETD”) as a Tier 2 agency and, as such, GETD must implement a TAM Plan that includes the following TAM Elements:

1. Inventory of assets – A register of capital assets and information about those assets
2. Condition assessment – A rating of the assets' physical state
3. Decision support tool – Analytic process/ tool to assist in capital asset investment prioritization needs
4. Prioritized list of investments – A prioritized list of projects or programs to manage or improve the SGR of capital assets

Although it is not an FTA requirement for a Tier 2 Agency, for completeness the Plan should also document the agency’s TAM and SGR policy – The Executive-level direction regarding expectations for transit asset management

Asset Inventory and Condition Assessment

This TAM plan includes objectives and strategies that will optimize the management of fleet and facilities assets to ensure alignment with the FTA reporting requirements for the National Transit Database (NTD). District assets are registered and monitored in a hierarchy of asset categories and asset classes. Categories include fleet, facilities and systems. Under each category there are asset classes that include, for example: buses, operations facilities, and security infrastructure. Table 1 illustrates the hierarchy of GETD’s current asset categories and asset classes.

TABLE 1 – ASSET HIERARCHY

Fleet	Facilities	Systems
Buses	Operation Facilities	Security Infrastructure
Cutaways	Service Facilities	Revenue Collection
Cars, Vans, Trucks	Support Facilities	Communications, Monitoring, SCADA
Service Vehicles	Ancillary Structures	Innovation and Technology Assets

GETD uses Fleet-Net Asset Management software to manage all of the asset lifecycle management activities. During asset procurement and receipt or acceptance, specific asset identification, useful life, warranty and maintenance interval information data is collected from the Original Equipment Manufacturer (OEM). Fleet and facilities maintenance programs are updated with multiple scheduled maintenance activities required to meet Original Equipment Manufacturer (OEM) recommended maintenance intervals, along with safety and regulatory compliance. This practice ensures the asset data is properly recorded into the Asset Management Software for effective and efficient lifecycle management. Fleet-Net asset data is captured to consolidate and create the Inventory Report found in Appendix A.

Condition Assessment – Vehicles

Condition ratings for vehicles are expressed in terms of the percentage of assets that are 'at', or 'beyond' the Useful Life Benchmark (ULB) based on FTA Circular 9030.1D, paragraph 4.a, and field experience with specific vehicle types.

Revenue Vehicle Condition Listing is included as Appendix B1

Condition Assessment – Facilities and Facility Equipment

In order to determine an asset's condition, the FTA's Transit Economic Requirements Model (TERM) scale is being used, where condition rating ranges from (5) Excellent to (1) Poor. Per the FTA TAM Final Ruling, assets with a condition rating score of 3.0 and above are in a state of good repair. Assets with a condition score lower than 2.9 are not in a state of good repair, and may require prioritization during capital programming to ensure safe, efficient, and reliable transit service.

Equipment and Facility Condition Listings are attached as Appendices B2 and B3 respectively.

Decision Support Tools and Investment Prioritization

Part of the asset management process is optimizing how funds are allocated, based on the assessed asset inventory, to help achieve and maintain a state of good repair. This includes both capital and operating funds.

GETD's capital budget funds the planning, design, acquisition, capital maintenance and rehabilitation of all assets subject to the TAM Plan. The operating budget funds the use and routine maintenance of those same assets, including the staff needed to perform those functions.

1. INTRODUCTION

1.1 OVERVIEW OF GETD

The southern gateway to the Central Valley, Bakersfield is California's ninth largest city and one of the fastest growing regions in the nation. Bakersfield is a dynamic and diverse community and is the seat of Kern County - the Golden Empire, which generates 76 percent of the state's oil supply and ranks third among all counties in the United States in agriculture-related production. Graced with a wealth of natural wonderlands, recreational playgrounds, and offering a wide array of entertainment, shopping, and dining experiences, the Heart of the Golden Empire is a strategic crossroads, attracting a substantial tourism market annually.

The Golden Empire Transit District was formed in July 1973 and is the primary public transportation provider for the Bakersfield Urbanized Area. It is the largest public transit system within a 110-mile radius. The District's boundary includes all of the area within the Bakersfield city limits as well as adjacent unincorporated areas. The area within the District's boundaries is 160 square miles. The population of the District is nearly 500,000.

GETD's mission is to make life better by connecting people to places one ride at a time and its vision statement is "doing our part to improve mobility and create livable communities by becoming every household's second car."

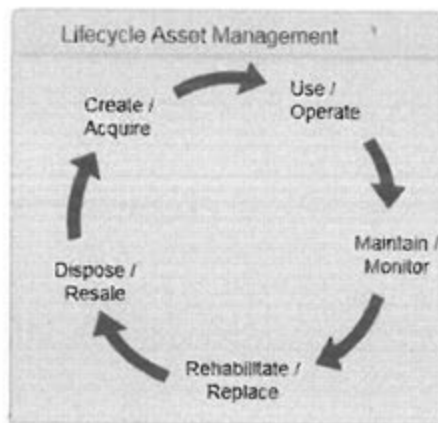
The District operates a fleet of (88) 40 foot compressed natural gas buses on 14 fixed routes, 1 limited route, and 1 express route. Service is provided from approximately 6:00AM to 11:00PM Monday through Friday, 7:00AM to 7:00PM on Saturdays, and 7:00AM to 7:00PM on Sundays. Most routes provide weekday evening service. Sunday service is provided on twelve routes. The District also provides paratransit transportation for ADA-eligible persons with a fleet of (21) compressed natural gas paratransit vehicles. .

In terms of the Federal Transit Administration's guidelines, GET is a Tier 2 transit agency.

1.2 TAM APPROACH

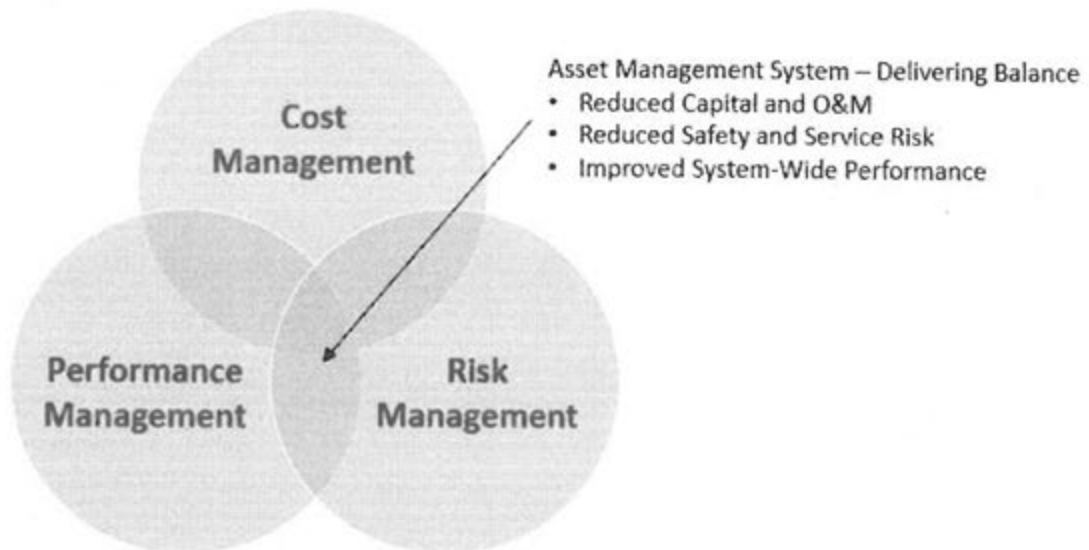
GETD's core business is to provide safe, reliable and sustainable transportation options to the communities it serves. To accomplish this, GETD must continually improve its management of fleet and facilities. When executed properly, Transit Asset Management improves coordination of *all* departments across *all* phases of an asset's lifecycle as shown in Figure 4 to manage assets and required resources more efficiently.

FIGURE 4- TYPICAL LIFECYCLE PHASES OF A TRANSIT ASSET



The TAM Plan aims to optimize the costs, risks, and performance of the transit system assets, and provide a range of benefits to GETD through an ongoing planning effort as depicted in Figure 5. In addition, the TAM Plan enhances the District's ability to communicate with the public and legislators about the District's successful approach to asset management, the benefits of investing in the transit system and the consequences of underinvestment.

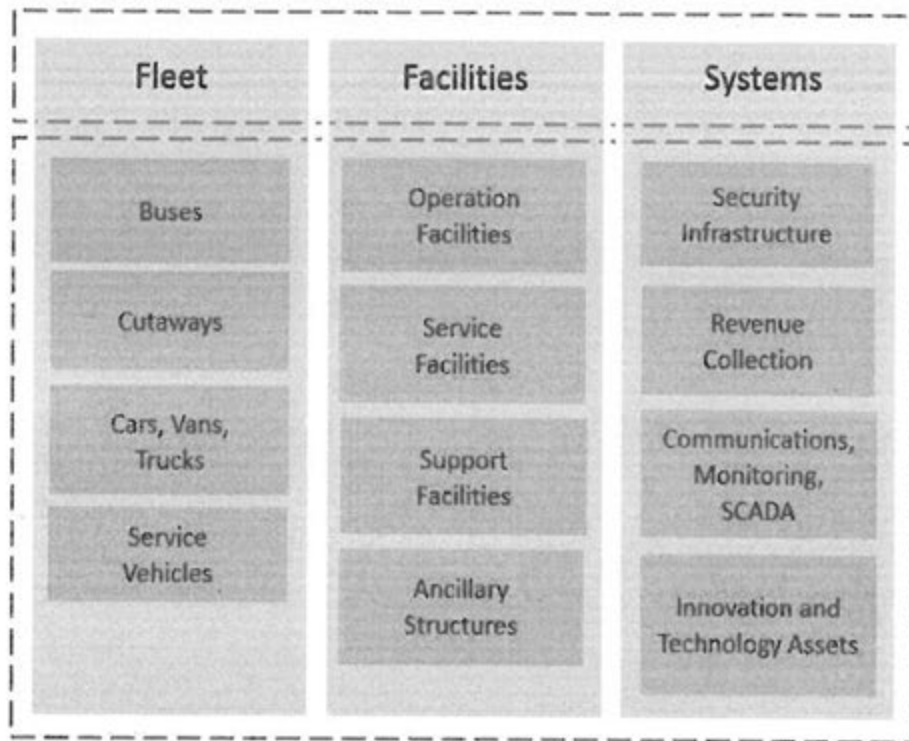
FIGURE 5 – ASSET MANAGEMENT OPTIMIZES COST, PERFORMANCE, AND RISK



Federal regulations currently require that assets used in the provision of public transit be subject to this TAM Plan. Industry best practices suggest that the scope of this TAM Plan should be expanded to include all significant Transit Assets and Land Assets procured through GETD's capital program. Land Assets are included in the scope of GETD's inventory as part of current asset management practices. Accordingly, this TAM Plan includes objectives and strategies to optimize the management of Fleet and Facilities Assets that align with FTA reporting

requirements for the National Transit Database (NTD). Figure 6 illustrates the hierarchy of GETD's current asset categories and asset classes.

FIGURE 6 – GET'S ASSET HIERARCHY: CATEGORIES AND CLASSES



1.3 FEDERAL TAM REQUIREMENTS

1.3.1 OVERVIEW

As part of MAP-21 and the subsequent *Fixing America's Surface Transportation* (FAST) Act, the FTA has enacted regulations for transit asset management that require transit service providers to establish asset management performance measures and targets, and develop a TAM Plan.

The final TAM Rule was published on July 26, 2016 and went into effect on October 1, 2016. The rule itself amended the United States (U.S.) Code of Federal Regulations (CFR) Title 49 Parts 625 and 630, which relate to TAM and the NTD respectively. The TAM Final Rule distinguishes requirements between larger and smaller or rural transit agencies. Based on the criteria, and the type of service provided, GET is a Tier 2 provider.

FTA defines a Tier 2 provider as:

- “A provider that owns, operates, or manages 100 or fewer vehicles across all modes or any one non-fixed mode during peak regular service across non-rail, fixed route modes, or is a subrecipient under the 5311 Rural Area Formula Program or American Indian Tribe.”

1.3.2 STATE OF GOOD REPAIR PERFORMANCE MEASURES

The TAM Rule requires that transit agencies establish state of good repair (SGR) performance measures and targets for each asset class. As a Tier 2 provider, GET must report on the SGR measures for the following asset categories:

- Rolling stock (revenue vehicles): Percent of vehicles that have either met or exceeded their Useful Life Benchmark (ULB)
- Equipment (including non-revenue service vehicles): Percent of vehicles that have either met or exceeded their ULB
- Facilities: Percent of facilities rated below condition 3 on the FTA TERM scale

Note: Infrastructure (rail fixed guideway, track, signals and systems) does not apply to GET because it is a bus-only transit property

Transit agencies may also develop additional SGR performance measures for each asset category or class.

1.3.3 TAM PLAN REQUIREMENTS

As a Tier 2 provider, GET must develop a TAM Plan that includes the first four (4) elements of the Final Rule. These elements must:

- Include the capital asset inventory
- Provide asset condition assessment information
- Describe the decision support tools used to prioritize capital investment needs
- Identify project-based prioritization of investments

In order to provide a visual of the federal regulations and elements listed above, Table 2 below reflects the strategies that GETD plans to implement. This table also describes the criteria for TAM Plan compliance that will be addressed in the initially submitted TAM Plan.

TABLE 2 –TAM PLAN – U.S. 49 CFR COMPLIANCE MATRIX

No:	TAM	Requirement	TAM Plan Compliance
1	49CFR§625.25 (b)(1)	Inventory of the number and type of all capital assets a provider owns, except equipment with an acquisition value under \$50,000 that is not a service vehicle.	Capital Inventory for all asset-classes, including assets with an acquisition value greater than \$50,000, are presented in Appendix A 1 of the TAM Plan.
2	49CFR§625.25 (b)(1)	An inventory must also include third- party owned or jointly procured exclusive-use maintenance facilities, passenger station facilities, administrative facilities, rolling stock, and guideway infrastructure used by a provider in the provision	All inventory included in Addendum 1 of the TAM Plan are owned by Golden Empire.
3	49CFR§625.25 (b)(2)	Condition assessment of those inventoried assets for which a provider has direct capital responsibility and to level of detail to monitor, predict performance of assets, and inform investment prioritization.	The assessed condition of the assets is included in Appendices B1, B2 and B3 of the TAM Plan.
4	49CFR§625.25 (b)(3)	Description of analytical processes or decision-support tools to estimate capital investment needs over time and develop its investment prioritization.	Use of tools, asset lifecycle strategies, and approaches to support decision making is described in Section 4 ASSET LIFECYCLE STRATEGIES of the TAM Plan

No:	TAM	Requirement	TAM Plan Compliance
5	49CFR§625.25 (b)(4)	Project-based prioritization of investments.	The process for prioritization of investment projects is set out in Section 5 INVESTMENT PRIORITIZATION AND FUNDING of the TAM Plan. Appendix C is a listing of current projects.
The following will be considered when developing investment prioritization:			
11	49CFR§625.33 (a)	Include an investment prioritization that includes program of projects to improve or manage the SGR of capital assets for which the provider has direct capital responsibility over the TAM Plan horizon period;	Prioritization of investments, work Plans, cost and budget schedules by year are presented in Section 5 INVESTMENT PRIORITIZATION AND FUNDING in the TAM Plan.
12	49CFR§625.33 (b)	Rank projects to improve or manage the SGR of capital assets in order of priority and anticipated project year;	Prioritization of investments, work Plans, cost and budget schedules by year are presented in Section 5 "INVESTMENT PRIORITIZATION AND FUNDING in the TAM Plan.
13	49CFR§625.33 (c)	Ensure project rankings are consistent with its TAM policy and strategies;	The approach to prioritizing projects is set out in Section 4 ASSET LIFECYCLE STRATEGIES and in Section 5 INVESTMENT PRIORITIZATION AND FUNDING in the TAM Plan.
14	49 CFR § 625.33 (d)	Give due consideration to state of good repair projects to improve those that pose an identified unacceptable safety risk;	Identification and management of risks are set out in Section 5 INVESTMENT PRIORITIZATION AND FUNDING in the TAM Plan.
15	49 CFR § 625.33 (e)	Take into consideration its estimation of funding levels from all available sources that it reasonably expects will be available in each fiscal year during the TAM Plan horizon period; and	Prioritization of investments, work plans, cost and budget schedules by fiscal year are presented in Section 5 INVESTMENT PRIORITIZATION AND FUNDING in the TAM Plan.

No:	TAM	Requirement	TAM Plan Compliance
16	49 CFR § 625.33 (f)	Take into consideration requirements under 49 CFR 37.161 and 37.163 concerning maintenance of accessible features and the requirements under 49 CFR 37.43 concerning alteration of transportation facilities.	Strategies for maintaining assets are described in Section 4 ASSET LIFECYCLE STRATEGIES and in detail in the Fleet and Facilities Maintenance Plans.
17	49 CFR § 625.55 (a)(1) and (a)(2)	Each provider must submit the following reports: (1) An annual data report to FTA's National Transit Database that reflects the SGR performance targets for the following year and condition information for the provider's public transportation system (2) An annual narrative report to the National Transit Database that provides a description of any change in the condition of the provider's transit system from the previous year and describes the progress made during the year to meet the performance targets set in the previous reporting year."	NTD Reporting requirements are addressed in Section 1.3.4 which outlines the annual data report reflecting SGR Performance Targets for the upcoming year and the Narrative report will provide a description of changes in condition from the prior year.

Each section of the TAM Plan contains references to the requirements of the Final Rule on Asset Management in the U.S. CFR. A glossary of key terms can be found in Appendix E: Key Definitions.

1.3.4 TAM REPORTING REQUIREMENTS

The FTA requires transit providers to update TAM Plans in their entirety at least once every four (4) years, with the first completed TAM Plan required by October 1, 2018.

The TAM Rule requires that agencies annually report on their progress towards meeting SGR performance targets and any change in condition from the previous year

Reference: 49 CFR Part 625 Subpart E Section 625.55(a)(2) "Each provider must submit ... (2) An annual narrative report to the National Transit Database that provides a description of any change in the condition of the provider's transit system from the previous year and describes the progress made during the year to meet the performance targets set in the previous reporting year."

U.S. Title 49CFR§625.29 (a) states that a TAM Plan should cover a planning horizon of at least four (4) years. The District may amend the TAM Plan at any time but this should be initiated following any major change to the asset inventory, condition assessment, or capital investment. The TAM Plan should also be updated following any change to the prioritization processes affecting the timing of future projects. Although TAM Plans are required to be updated in their entirety at least once every four (4) years, GET currently plans to review its TAM Plan annually and update it as needed to reflect current conditions.

In addition to the performance targets and TAM Plan, the TAM Final Rule requires that two (2) additional asset management reports be submitted to the NTD annually. The following reports are due to the NTD no later than four months after the District's fiscal year end:

- The **Data Report** should describe the condition of the transportation system currently and the SGR performance targets for the upcoming year.
- The **Narrative Report** should describe changes in the transportation system condition and report progress on meeting the performance targets from the prior year.

2. ASSET MANAGEMENT POLICY

Golden Empire Transit District has developed this TAM plan to ensure the safest useful service life for their facilities, equipment and rolling stock, while meeting financial obligations for anticipated replacement of the District's assets. The plan provides critical asset decision making information by:

- Maintaining an asset inventory that includes facilities, equipment and rolling stock used in the delivery of transit service.
- Determining the condition and performance of each asset in the inventory.
- Identifying all safety-critical assets within the asset inventory and prioritize efforts to maintain those assets in a State of Good Repair.
- Identifying the unacceptable risks with assets that are not in a State of Good Repair and determine the safety risks of those assets that are below a State of Good Repair
- Set annual asset performance targets to monitor the progress towards meeting SGR targets.
- Deciding how to prioritize anticipated funds toward improving asset condition to an acceptable State of Good Repair level or towards the replacement of the asset based on condition, safety, risk and full lifecycle benefit.
- Maintaining a Transit Asset Management Plan, in accordance with Golden Empire Transit District's safety policies and the FTA TAM Plan requirements.

2.1 TAM APPROACH AND VISION

Transit Asset Management is a strategic approach in managing fleet and facilities; to optimize their performance; their useful life; and to minimize the total cost of ownership. GETD's TAM Vision is an extension of the mission statement "We make life better by connecting people to places one ride at a time", and is as follows:

- 1) To maintain and improve the quality in our current asset management system by including Facilities, Rolling Stock and Equipment asset categories.
- 2) To optimize asset reliability and life cycle cost through improved asset lifecycle management, and without compromising service or safety. In addition, to assist the District's Accountable Executive decision making through improved asset management information.
- 3) Improved transparency and accountability for safety, maintenance, asset use, and funding investments;
- 4) Data Driven optimized capital investment and maintenance decisions;
- 5) System safety and Performance outcomes

2.2 TAM GOALS

GETD shall establish annual TAM goals, which are separate from annual SGR performance goals, based upon tangible criteria related to asset performance. For FY 18-19, GETD will use this time period to gather data in order to establish baseline measures. TAM goals include monitoring the following criteria:

- Safety risks (Measure of accidents per 100,000 revenue miles by mode, no more than 1)
- System reliability (On-time performance by mode, 90% goal);

It is the belief of GETD that TAM implementation and monitoring provides a framework for maintaining a SGR by considering the condition of its assets in relation to the local operating environment. GETD has developed its SGR policies to account for the preservation, maintenance, inspection, rehabilitation, disposal, and replacement of capital assets. The goal of these policies is to allow GETD to determine and predict the cost to improve asset condition(s) at various stages of the asset life cycle, while balancing prioritization of capital, operating and expansion needs.

2.3 TAM TECHNOLOGY RESOURCES

The TAM Rule requires that TAM Plans describe decision support tools.

Reference: 49 CFR Part 625 Subpart C Section 625.25(b) "Transit asset management Plan elements ... (3) A description of analytical processes or decision-support tools that a provider uses to estimate capital investment needs over time and develop its investment prioritization"

Information technology is a critical asset management enabler. Contemporary best practice either at the enterprise level or during any aspect of lifecycle management for individual asset classes is data driven and requires the application of innovative and creative information technologies.

Table 5 below describes GET's technology tools used in support of this TAM Plan.

TABLE 5 – TECHNOLOGY PRODUCTS USED THROUGHOUT GET

TECHNOLOGY	DESCRIPTION / CONFIGURATION	OWNER
Fleet-Net	EAM system for Fleet and Facilities asset management. Software solution that improves planning, scheduling, routing and completing work orders based on priority, resources and assets.	Innovation and Technology

2.4 PERFORMANCE MEASURES

To comply with the FTA requirements associated with SGR, performance measures for capital assets have been established for each asset class along with performance targets. The following is a summary of the FTA requirements:

The TAM Rule requires SGR performance measures for capital assets.

Reference: 49CFRPart625, Subpart D, Section 625.43 "SGR performance measures for capital assets. (a) *Equipment: (non-revenue) service vehicles.* The performance measure for non-revenue, support-service and maintenance vehicles equipment is the percentage of those vehicles that have either met or exceeded their ULB. (b) *Rolling stock.* The performance measure for rolling stock is the percentage of revenue vehicles within a particular asset class that have either met or exceeded their ULB. (c) *Infrastructure: rail fixed-guideway, track, signals, and systems.* The performance measure for rail fixed-guideway, track, signals, and systems is the percentage of track segments with performance restrictions. (d) *Facilities.* The performance measure for facilities is the percentage of facilities within an asset class, rated below condition 3 on the TERM scale.

The TAM Rule requires setting targets for performance measures.

Reference: 49CFRPart625 Subpart D, Section 625.45 "(a)(1) A provider must set one or more performance targets for each applicable performance measure. (a)(2) A provider must set a performance target based on realistic expectations, and both the most recent data available and the financial resources from all sources that the provider reasonably expects will be available during the TAM Plan horizon period. (b) *Timeline for target setting.* (1) Within three months after the effective date of this part, a provider must set performance targets for the following fiscal year for each asset class included in its TAM plan. (b)(2) At least once every fiscal year after initial targets are set, a provider must set performance targets for the following fiscal year.

Targets for vehicles are expressed in terms of percentage of assets that are at or beyond the Useful Life Benchmark (ULB), therefore the ideal situation is to be less than the target

A note on GET's ULBs:

Buses: In the attached Asset Portfolio listing, the ULB used is the recommended FTA standard 12-year ULB provided for Buses. Based on our experience, the limiting factor for our buses is the availability of replacement spare parts from their OEM and Third-party suppliers, which become progressively more difficult to source over time. Our experience shows that 12 years is a reasonable estimate of how long we can expect to keep a vehicle in safe and reliable service, based on the availability of spares.

Cutaway Buses: Our goal for our Cutaway buses is to run them for the FTA's recommended 10 years, however given the higher temperatures in our geographic area, the hotter-running characteristics of the CNG Motors, we rigorously inspect these vehicles annually, and based on availability of support and parts have, on occasion, had to retire these vehicles earlier than that target ULB.

Non-revenue vehicles: For all non-revenue vehicles, the District identifies a particular useful life based on the vehicle characteristics at time of purchase.

Equipment: Equipment is assessed periodically, and condition is determined based on age and condition, to establish an expectation of remaining service life.

Facilities: Facilities and Facility Equipment have their condition assessed in line with the TERM guidelines published by the FTA (5 -excellent, 4 -good, 3 -adequate, 2 –marginal, 1 –poor), and determining the SGR threshold to be at 3.0.

All relative Targets are reflected below in Tables 6 and 7

TABLE 6 - FLEET PERFORMANCE TARGETS

Asset Class	ULB	Current	Target	Rationale
<i>Revenue Vehicles</i>				
Buses (BU)	12	28.4%	0%	District standard practice is for all revenue vehicles to be replaced at end of useful life. Funding and procurement can delay this, but no more than 10% of buses beyond ULB is reasonable.
Cutaway Buses (CU)	10	0	0%	
<i>Non-Revenue Vehicles</i>				
Non-Revenue service Vehicles	UL + 2	37.9	8%	Target based on reasonable long-term expectation for SGR of non-revenue vehicles. This is a multi-year goal to get back to the target rate within the next 5 years. Continuing current funding levels should allow for achieving of the target.

TABLE 7 - FACILITIES PERFORMANCE TARGETS

Asset Class	Condition Benchmark	Current	Target	Rationale
Facilities	3	0	0%	Need to maintain in SGR

3. TRANSIT ASSET INVENTORY & CONDITION MONITORING

3.1 ASSET INVENTORY

GETD manages an asset portfolio estimated to be approximately \$ 157 million, not including all soft costs associated with asset replacement such as design and construction management costs. A full inventory listing is attached as Appendix A.

A detailed Transit Asset inventory is maintained in the Fleet-Net Enterprise Asset Management System (EAMS). During asset procurement and receipt or acceptance, specific asset identification, useful life, warranty and maintenance interval information [data] is collected from the Original Equipment Manufacturer (OEM). This practice ensures the asset data is properly recorded into the EAMS for effective and efficient lifecycle management.

3.2 ASSET CONDITION

The TAM Rule requires inclusion of condition assessments in an agency's TAM Plan. Condition assessments should collect sufficient information to inform asset replacement.

Reference: 49 CFR Part 625 Subpart C Section 625.25(b)(2) "... a TAM Plan must include ... (2) A condition assessment of those inventoried assets for which a provider has direct capital responsibility. A condition assessment must generate information in a level of detail sufficient to monitor and predict the performance of the assets and to inform the investment prioritization."

Vehicle Condition Assessment: Condition ratings for vehicles are expressed in terms of the percentage of assets that are 'at', or 'beyond' the Useful Life Benchmark (ULB) based on FTA Circular 9030.1D, paragraph 4.a.

Facilities and Facility Equipment Condition Assessment: In order to determine an asset's condition, the FTA's Transit Economic Requirements Model (TERM) scale is being used. A TERM scale condition rating ranges from (5) Excellent to (1) Poor. Per the FTA TAM Final Ruling, assets with a condition rating score of 3.0 and above are in a state of good repair. Assets with a condition score lower than 2.9 are not in a state of good repair, and may require prioritization during capital programming to ensure safe, efficient, and reliable transit service.

The District will utilize the ratings in the chart below when completing an asset condition assessment:

TABLE 10 - ASSET CONDITION ASSESSMENT RATING CRITERIA

Rating	Assessment	Criteria
5	Excellent	New Asset; no visible defects
		Asset is new and within the warranty period
		Asset does not pose a known unacceptable safety risk
4	Good	Asset showing minimal signs of wear; some slightly deteriorated components
		Asset performs its designed function
		Asset does not pose a known unacceptable safety risk
3	Adequate	Asset has reached its mid-life; some moderately defective or deteriorated components
		Asset performs its designed function
		Asset does not pose a known unacceptable safety risk
2	Marginal	Asset reaching or just past the end of its useful life. Increasing number of defective or deteriorated components
		Asset has met its useful life
		Asset does not pose a known unacceptable safety risk
1	Poor	Asset has met its useful life, and is in need of immediate repair or replacement
		Asset does not perform its designed function
		Asset poses a known unacceptable safety risk

For Facilities assets, condition assessments were performed using in-house staff and outside contractors where a particular set of skills or experience are necessary. These results are compiled into The Condition Assessment Report which can aggregate (roll-up) the individual asset condition assessments to the Asset Class level. The formula for aggregation of this data is as follows:

$$\text{Asset Condition Assessment Formula} = \sum \frac{(\text{Asset Rating}, \text{Asset Qty})}{\text{Asset Qty}}$$

Assets with a condition rating score of 3.0 and above are in a State of Good Repair (SGR). Assets with a condition score lower than 2.9 are **not** in a SGR, and may require prioritization during capital programing to ensure safe, efficient, and reliable transit service. Note that these condition scores can represent individual asset conditions or can represent the average condition of all assets in each category/sub category depending on aggregation.

4. ASSET LIFECYCLE STRATEGIES

The TAM Rule requires that TAM Plans provide the implementation strategy.

Reference: 49 CFR Part 625 Subpart C Section 625.25(b) "Transit asset management Plan elements ... (6) a provider's TAM Plan implementation strategy; (7) A description of key TAM activities that a provider intends to engage in over the TAM Plan horizon period"

This section identifies GETD's key asset management practices across the lifecycle for the Fleet and Facilities assets. The asset strategies set out the approach for managing a specific asset class that will deliver GETD's strategic objectives in line with the TAM Policy and the TAM Vision.

Recognizing that each asset category and asset class is challenged with a unique set of performance characteristics and resource requirements, GETD has developed these Fleet and Facility Maintenance Plans ("FMPs"). These Plans provide guidance for managing the Fleet and Facilities to align with this TAM Plan.

GETD uses Fleet-Net Asset Management and Asset Performance Management software to manage all of the lifecycle management activities. These activities actually make up the lifecycle strategies. This includes all of the Preventive Maintenance Tasks, Standard Operating Procedures (SOPs), Inspections and proactive maintenance activities performed to ensure consistent asset lifecycle management at the asset class level.

4.1 LIFECYCLE MANAGEMENT STRATEGIES

Transit Asset Management is a strategic approach in managing fleet and facilities; to optimize their performance; their useful life; and to minimize the total cost of ownership. GETD has developed a framework for asset management and implementing procedures in the form of a Facilities Maintenance Plan covering facilities, and a Shop Maintenance Manual covering not only Safety and procedural protocols for Maintenance operations, but also Vehicle and associated equipment inspection procedures. These Maintenance Plans will be used to monitor and manage assets to achieve and maintain a state of good repair, improve safety and increase reliability and performance as shown in Figure 17 below. The purpose of these Maintenance Plans is to not only ensure that our assets are maintained in a state of good repair, but also help to enhance our operations by providing safe, frequent and reliable service.

FIGURE 17 – ASSET LIFECYCLE MANAGEMENT



4.2 SHOP MAINTENANCE MANUAL

GETD has developed a Shop Maintenance Manual to monitor and manage assets to achieve and maintain a state of good repair, improve safety and increase reliability and performance. The purpose of the Shop Maintenance Manual is to provide an overview of the Methods and Procedures relating to vehicle inspection and maintenance, as well as the utilization and management of spares, and ongoing update of the Asset Management System to track lifecycle costs associated with the assets. Lastly, it defines the operational and safety protocols in effect at the maintenance facilities.

4.3 FACILITIES MAINTENANCE PLAN

GETD has developed the Facilities Maintenance Plan to monitor and manage GETD's assets to achieve and maintain a state of good repair, improve safety and increase reliability and performance. It includes descriptions of preventive maintenance procedures, inspection frequencies for the different asset categories, and inspection checklists.

5. INVESTMENT PRIORITIZATION AND FUNDING

The TAM Rule describes the specific requirements for investment prioritization.

Reference: 49 CFR Part 625 Subpart C Section 625.33 “(a) A TAM Plan must include an investment prioritization that identifies a provider’s programs and projects to improve or manage over the TAM Plan horizon period the state of good repair of capital assets for which the provider has direct capital responsibility. (b) A provider must rank projects to improve or manage the state of good repair of capital assets in order of priority and anticipated project year. (c) A provider’s project rankings must be consistent with its TAM policy and strategies. (d) When developing an investment prioritization, a provider must give due consideration to those state of good repair projects to improve that pose an identified unacceptable safety risk when developing its investment prioritization. (e) When developing an investment prioritization, a provider must take into consideration its estimation of funding levels from all available sources that it reasonably expects will be available in each fiscal year during the TAM Plan horizon period. (f) When developing its investment prioritization, a provider must take into consideration requirements under 49 CFR 37.161 and 37.163 concerning maintenance of accessible features and the requirements under 49 CFR 37.43 concerning alteration of transportation facilities.”

This chapter identifies and highlights GET’s asset investment needs (capital and operational budget needs, the process used to prioritize investments, and the anticipated impact on current and future staffing resources), based on GET’s organizational goals, asset management strategies, core principles and processes.

5.1 PROCESS OVERVIEW

Part of the asset management process is optimizing how funds are spent based on the assessed asset inventory to help achieve and maintain a state of good repair. This includes both capital and operating funds. GETD’s capital budget funds the planning, design, acquisition, capital maintenance and rehabilitation of all assets subject to this TAM Plan. The operating budget funds the use and routine maintenance of those same assets, including the staff needed to perform those functions.

GETD currently adopts yearly operating and capital budgets. The capital budget for a given year is based on a longer-term Capital Improvement Plan (CIP) in which capital projects are programmed.

The Capital Improvement Plan defines a Capital Programming Committee which is central to the CIP programming process. The committee includes executive directors and members of the executive management team. The basic process for assembling a multi-year CIP is shown below in Figure 18.

FIGURE 18 – CAPITAL IMPROVEMENT PLANNING PROCESS



The start of the process is updating and analyzing the asset inventory and condition assessment so that programming can be based off an updated set of data. The next step is the creation of project requests based on the inventory and condition data. Then the capital funding projections for the span of the years to be programmed must be assembled. The District includes 5-year capital funding projections in its Short Range Transit Plan, separated into committed and possible amounts to use as basis for the CIP programming.

Next is the prioritization process. Prioritization is an iterative process that works with the priority attributes of the requests and the funding available, as well as the timing of both the requests and the funding, to arrive at a CIP. Within the entire CIP and specific years, the funding available limits the requests that can be programmed, and the scope of the various funding sources also limits what projects can be linked to what funds. This step is driven by the Capital Programming Committee, which has the charge to work through this iterative programming process and assemble the CIP. The outcome after this process is a year-by-year list of projects and matched funding that becomes the CIP. This preliminary CIP is approved by the Chief Executive Officer and then ultimately the Board of Directors. The CIP is then used to estimate the spending levels in any given year for inclusion into the budget process.

5.2 CAPITAL INVESTMENT PRIORITIZATION

GETD uses an existing capital project prioritization process which considers asset condition or age along with investment categorization.

The basic unit of the prioritization process is the project request. Project requests are created by District staff and have a set of required fields to assist in the prioritization process. The asset inventory and condition assessment is used in this step to create project requests based on the asset age or condition (as applicable to that asset class) for rehabilitation or replacement of the assets that are indicated within the CIP period. Requests can cover individual or groups of assets, and also include a cost estimate, sponsoring department and project manager information, and any relevant documentation.

There are two main fields for prioritization. The first field categorizes the project within five priority groupings, and the second assigns a priority within that grouping. The first field is shown in Table 12 below with the highest priority item at the top. The second field consists of the relatively self-explanatory entries of High, Medium, and Low priority.

TABLE 12 – CIP PRIORITIZATION CATEGORIES

Priority 1	Description
Safety	Requests that concern safety or security critical assets or initiatives. This applies to the safety of both riders and employees.
Compliance	Requests that are necessary to fulfil regulatory compliance requirements.
Maintenance	Requests for maintenance of existing assets. This encompasses the bulk of state of good repair requests.
Business Case	Requests that can show a quantifiable benefit from their implementation. These requests are generally not necessary from a maintenance standpoint but could save the District money in an identifiable and specific way.
Enhancement	Enhancement of existing assets or addition of new assets that are not required for maintenance purposes. Expansion projects.

All project requests must go through an approval workflow process before they are programmed. This workflow goes through several approval steps: (1) project initiation; (2) project manager; (3) project controls; (4) committee reviewer; (5) Chief Executive Officer; (6) Chief Finance Officer. Requests approved at the General Manager step (5) are then collected for the programming process. Once the programming has been completed the final step with the Capital Planning Manager creates a project from the request.

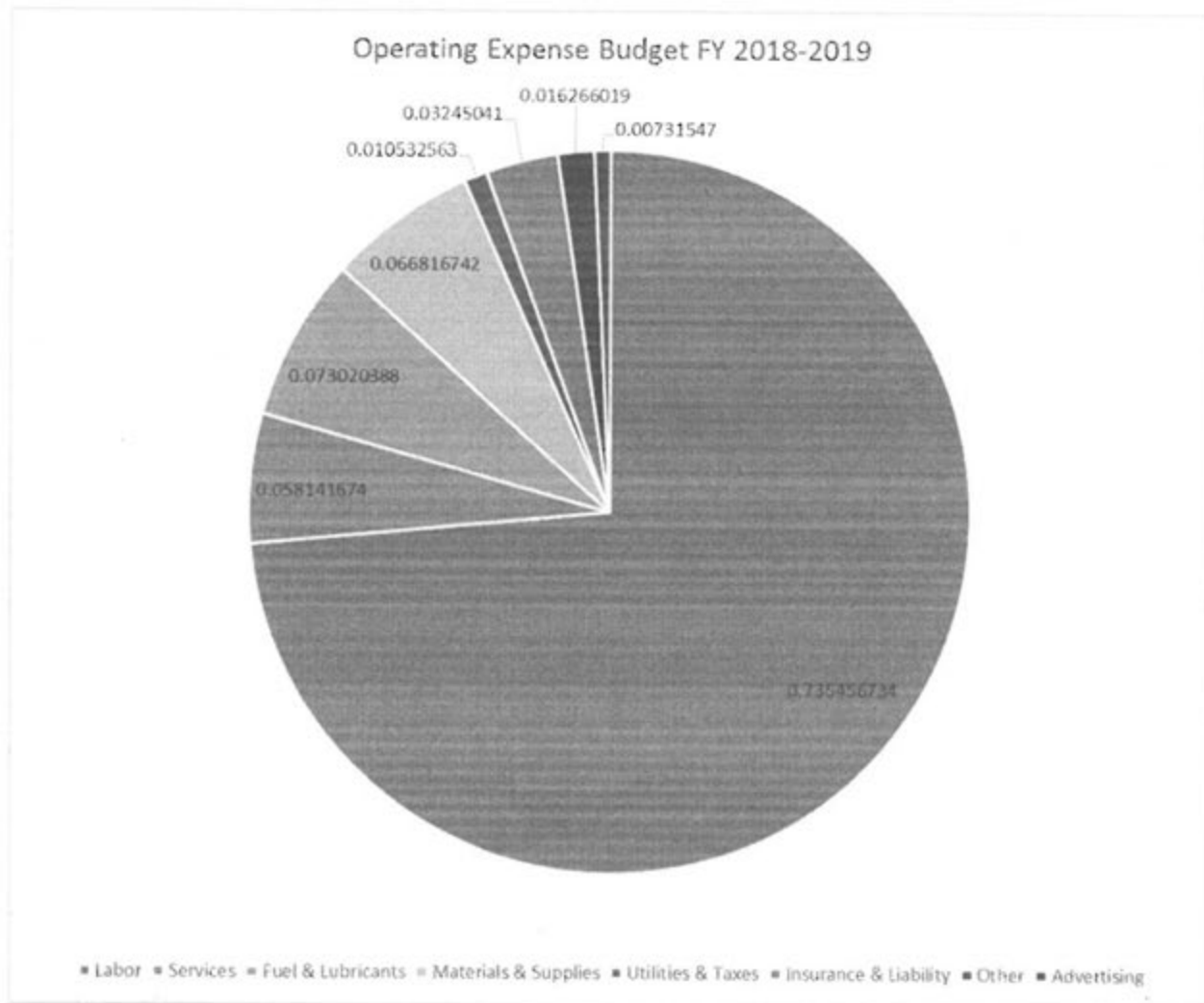
The prioritization and programming is performed by a committee comprised of the department executives. The committee uses the prioritization fields and cost estimates from the project requests along with the capital funding projections to assemble the CIP.

5.3 OPERATING AND CAPITAL INVESTMENT PLANNING AND BUDGET

GETD's operating budget funds service delivery and maintenance, including employee wages, spare parts, consumables, and a variety of support services used throughout the organization. This also includes payments to third-party contractors responsible for consulting and maintenance activities.

The operating budget is currently approved on a yearly basis through the Board of Directors. GETD's FY 2018-19 operating budget is \$30 million, with labor costs as the largest portion (75%) of the budget. Figure 20 below shows the composition of the FY 2018-19 operating budget.

FIGURE 20 – OPERATING EXPENSE BUDGET



Along with the operating budget the Board also approves a capital budget for the fiscal year. The capital budget for the year includes the projected grant and District Capital spending for the projects included in the CIP.

GETD currently has a three-year CIP that was adopted in 2017. Figure 21 below shows the capital budget spending history and projection updated with the mid-year FY 2018-19 budget update in February 2019.

FIGURE 21 – CAPITAL PROGRAM SPENDING

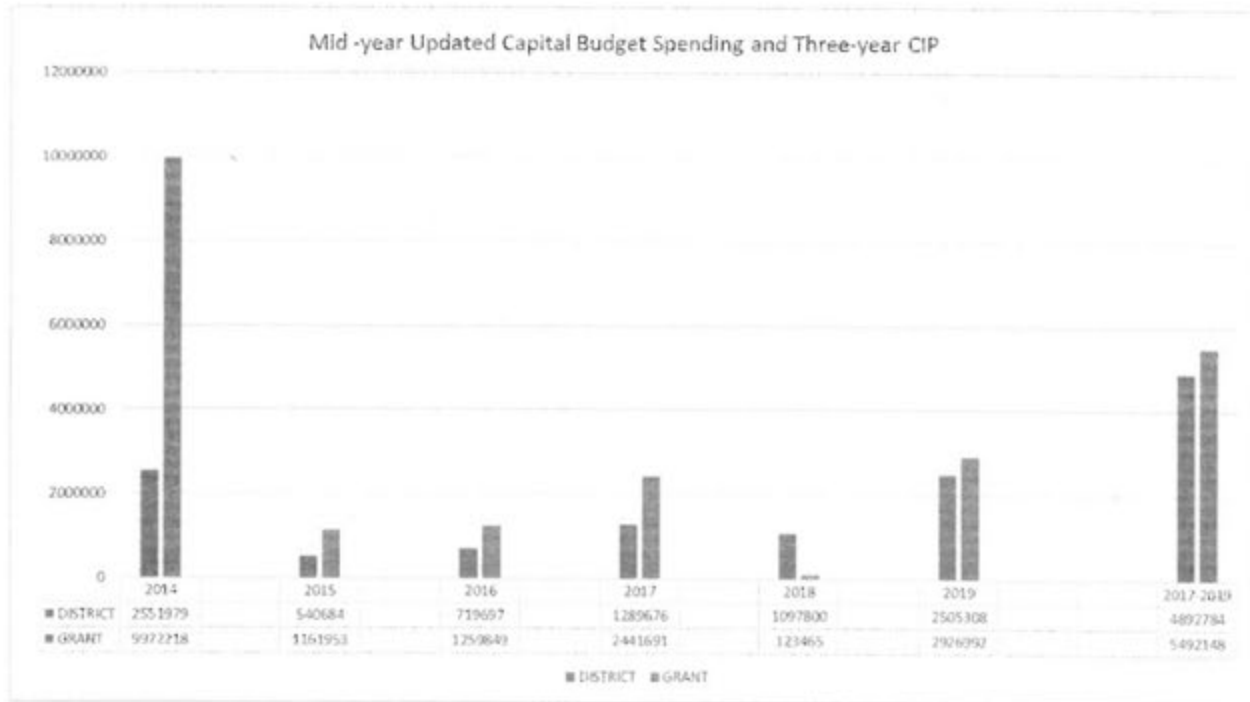
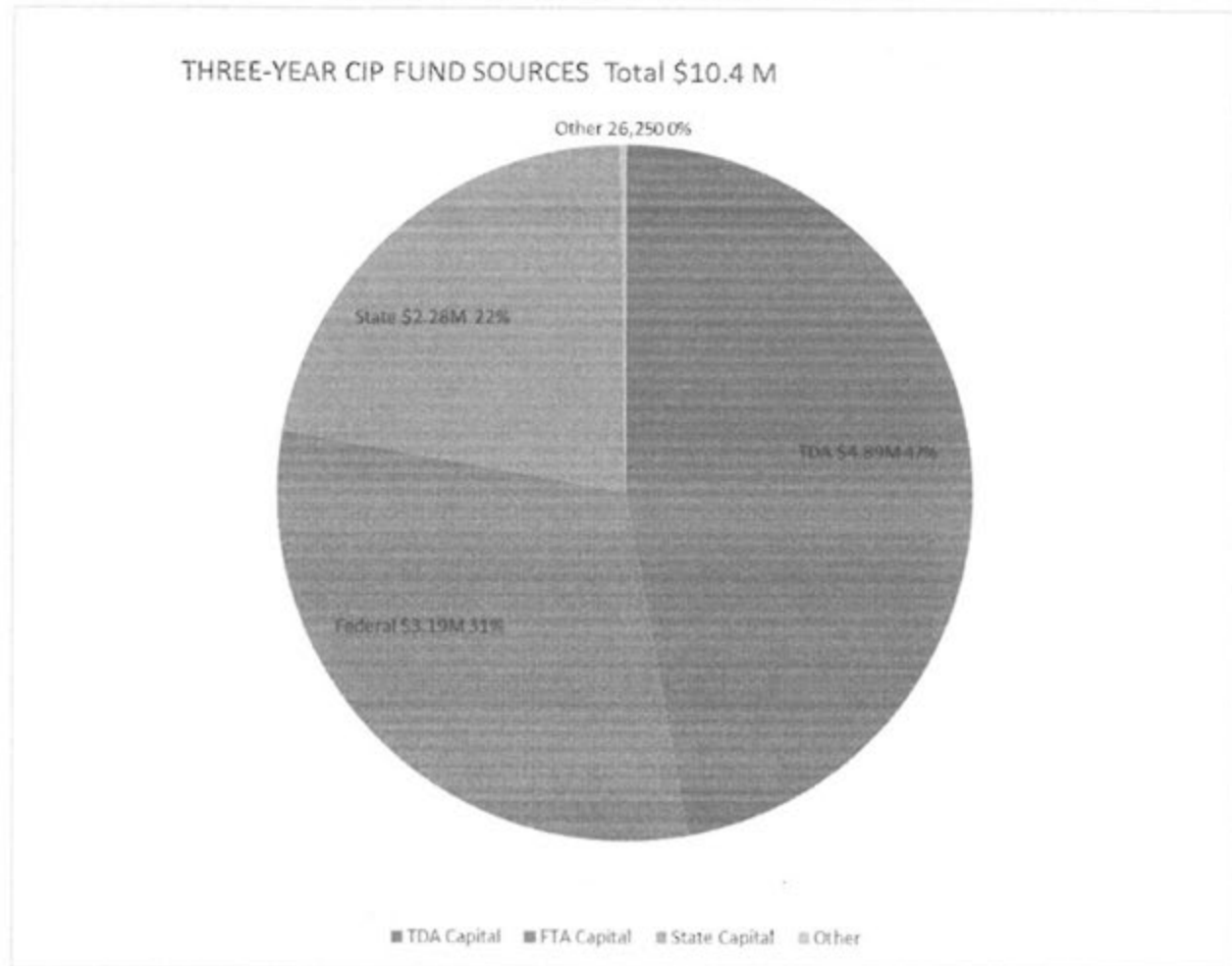


Figure 22 details the fund sources for three-year CIP (also updated for FY 2017-18 mid-year budget).

FIGURE 22 - THREE-YEAR CIP FUND SOURCES



Appendix A: Asset Register

Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
Equipment	CNG PLANT	CNG PLANT			1	G01235/G0995/	GET	2009		\$7,500,000.00
Equipment	Misc Equipment	AUTO GATE OPENERS			1	G01232	GET	2011		\$60,000.00
Equipment	Misc Equipment	AVL SYSTEM			1	G01276U-2014-1	GET	2016		\$3,500,000.00
Equipment	Misc Equipment	BUS WASHER			1	2001	GET	1984		\$350,000.00
Equipment	Misc Equipment	DYNAMOMETER			1	G0951	GET	2003		\$1,000,000.00
Equipment	Misc Equipment	GENERATOR (CATERPILLAR)		CP ID # CE12153	1	G01354-2014-5	GET	2014		\$250,000.00
Equipment	Misc Equipment	HYDRAULIC LIFT NORTH BAY			1	G01057	GET	2007		\$500,000.00
Equipment	Misc Equipment	HYDRAULIC LIFT SOUTH BAY			1	G01057A	GET	2007		\$500,000.00
Equipment	Misc Equipment	LIFT/STEAM RACK ROTARY 50/32			1	G01223D	GET	2011		\$375,000.00
Equipment	Misc Equipment	PAINT BOOTH			1	G0583	GET	1993		\$230,000.00
Equipment	Misc Equipment	STERIL KONI 2 MECH IN GROUND LIFT			1	G01302B-2012-12	GET	2013		\$300,000.00
Equipment	Misc Equipment	STERIL KONI 2 MECH IN GROUND LIFT		NEW LIFT IN BAY 1	1	G01308B-2012-12	GET	2013		\$300,000.00
Equipment	Trucks and other Rubber Tire Vehicles	#43 TOW TRUCK			1	43	GET	2010	40,941	\$70,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2005 HONDA ACCORD LX			1	34	GET	2005	143,323	\$40,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2005 HONDA ACCORD LX			1	32	GET	2005	141,187	\$40,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2005 HONDA ACCORD LX			1	31	GET	2005	119,004	\$40,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2005 HONDA ACCORD LX			1	30	GET	2005	128,851	\$40,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2006 EL DORADO AMERIVAN PT			1	36	GET	2006	132,204	\$40,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2006 EL DORADO AMERIVAN PT			1	37	GET	2006	144,136	\$40,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2008 EL DORADO AMERIVAN PT			1	39	GET	2008	170,665	\$45,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2008 SATURN AURA XE			1	124	GET	2008	102,170	\$25,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2008 SATURN AURA XE			1	125	GET	2008	106,104	\$25,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2009 GMC TILT CAB TRUCK			1	41	GET	2008	186,145	\$45,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2009 GMC TILT CAB TRUCK			1	40	GET	2008	163,365	\$45,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2010 FORD FUSION			1	127	GET	2010	98,107	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2011 FORD F450 SERVICE TRUCK			1	42	GET	2011	81,750	\$45,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2012 BRAUN ENTERVAN WHITE			1	44	GET	2013	131,665	\$50,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2012 FORD FUSION HYBRID WHITE			1	128	GET	2012	103,597	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2012 FORD FUSION HYBRID WHITE			1	129	GET	2012	97,834	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2013 FORD F250 4X2 CNG REG CAB PU			1	45	GET	2013	30,656	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2013 FORD FUSION HYBRID WHITE			1	130	GET	2013	57,047	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD F150			1	46	GET	2016	19,389	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD FUSION HYBRID			1	131	GET	2016	30,908	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD FUSION HYBRID			1	132	GET	2016	32,102	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD FUSION HYBRID			1	133	GET	2016	27,205	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD FUSION HYBRID			1	134	GET	2016	29,365	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION			1	138	GET	2016	31,493	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION			1	136	GET	2016	25,556	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION			1	139	GET	2016	29,661	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION			1	135	GET	2016	30,203	\$35,000.00
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION			1	137	GET	2016	27,099	\$35,000.00
Facilities	Administration	1EA MODULAR CLASSROOM			2	G01282G-2012-8	GET	2013		\$300,000.00
Facilities	Administration	2EA MODULAR S&T OFFICE			2	G01282G-2012-8	GET	2013		\$300,000.00
Facilities	Administration	ADMIN BUILDING			1	4067	GET	1983		\$30,000,000.00
Facilities	Administration	MAINTENANCE BLDG/OFFICE			1	4051	GET	1983		\$30,000,000.00
Facilities	Administration	MODULAR MARKETING BUILDING			1	G01021	GET	2006		\$360,000.00
Facilities	Passenger Facilities	BC TRANSIT REMODEL			1	G01154	GET	2013		\$1,500,000.00
Facilities	Passenger Facilities	DOWNTOWN TRANSFER CENTER			1	1701	GET	1987		\$10,000,000.00
Facilities	Passenger Facilities	S.W. TRANSFER FACILITY			1	G0652	GET	1994		\$10,000,000.00
Revenue Vehicles	BU - Bus	2006 ORION BUS	VII CNG		1	0600	GET	2006	407,791	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1001	40' LFR		1	1001	GET	2010	426,777	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1002	40' LFR		1	1002	GET	2010	418,322	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1003	40' LFR		1	1003	GET	2010	442,701	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1004	40' LFR		1	1004	GET	2010	432,028	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1005	40' LFR		1	1005	GET	2010	428,022	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1006	40' LFR		1	1006	GET	2010	418,723	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1007	40' LFR		1	1007	GET	2010	423,713	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1008	40' LFR		1	1008	GET	2010	442,426	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1009	40' LFR		1	1009	GET	2010	421,500	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1010	40' LFR		1	1010	GET	2010	427,011	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1011	40' LFR		1	1011	GET	2010	429,406	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1012	40' LFR		1	1012	GET	2010	418,869	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1013	40' LFR		1	1013	GET	2010	425,874	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1014	40' LFR		1	1014	GET	2010	412,057	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1015	40' LFR		1	1015	GET	2010	425,964	\$580,000.00
Revenue Vehicles	BU - Bus	2009 NEW FLYER BUS # 1016	40' LFR		1	1016	GET	2010	419,342	\$580,000.00

Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1017		40' LFR	1	1017	GET	2010	434,173	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1018		40' LFR	1	1018	GET	2010	408,199	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1019		40' LFR	1	1019	GET	2010	427,476	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1020		40' LFR	1	1020	GET	2010	413,954	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1021		40' LFR	1	1021	GET	2010	433,041	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1022		40' LFR	1	1022	GET	2010	436,531	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1023		40' LFR	1	1023	GET	2010	431,600	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1024		40' LFR	1	1024	GET	2010	434,177	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1025		40' LFR	1	1025	GET	2010	403,048	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1026		40' LFR	1	1026	GET	2010	394,121	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1027		40' LFR	1	1027	GET	2010	435,201	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1028		40' LFR	1	1028	GET	2010	395,401	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1029		40' LFR	1	1029	GET	2010	416,390	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1030		40' LFR	1	1030	GET	2010	400,002	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1031		40' LFR	1	1031	GET	2010	410,087	\$580,000.00
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1032		40' LFR	1	1032	GET	2010	403,256	\$580,000.00
RevenueVehicles	BU - Bus	2011 NEW FLYER BUS # 1033		40' LFR	1	1033	GET	2011	376,537	\$580,000.00
RevenueVehicles	BU - Bus	2011 NEW FLYER BUS # 1034		40' LFR	1	1034	GET	2011	348,272	\$580,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1035	GET	2012	307,986	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1036	GET	2012	302,435	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1037	GET	2012	290,148	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1038	GET	2012	293,308	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1039	GET	2012	286,146	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1040	GET	2012	307,501	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1041	GET	2012	296,419	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1042	GET	2012	293,071	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1043	GET	2012	285,233	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1044	GET	2012	287,917	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1045	GET	2012	302,264	\$750,000.00
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS		40 FT BUS	1	1046	GET	2012	278,951	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1047		2013 XCELSIOX	1	1047	GET	2014	188,766	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1048		2013 XCELSIOX	1	1048	GET	2014	218,408	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1049		2013 XCELSIOX	1	1049	GET	2014	206,869	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1050		2013 XCELSIOX	1	1050	GET	2014	221,054	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1051		2013 XCELSIOX	1	1051	GET	2014	216,568	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1052		2013 XCELSIOX	1	1052	GET	2014	202,867	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1053		2013 XCELSIOX	1	1053	GET	2014	205,466	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1054		2013 XCELSIOX	1	1054	GET	2014	218,432	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1055		2013 XCELSIOX	1	1055	GET	2014	211,371	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1056		2013 XCELSIOX	1	1056	GET	2014	218,904	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1057		2013 XCELSIOX	1	1057	GET	2014	227,979	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1058		2013 XCELSIOX	1	1058	GET	2014	272,932	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1059		2013 XCELSIOX	1	1059	GET	2014	216,864	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1060		2013 XCELSIOX	1	1060	GET	2014	191,217	\$750,000.00
RevenueVehicles	BU - Bus	2013 XCELSIOX CNG BUS #1061		2013 XCELSIOX	1	1061	GET	2014	201,343	\$750,000.00
RevenueVehicles	BU - Bus	2017 MCI 45' MOTOR COACH		MCI D4500	1	900	GET	2017	84,232	\$800,000.00
RevenueVehicles	BU - Bus	2017 MCI 45' MOTOR COACH		MCI D4500	1	901	GET	2017	88,042	\$800,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0501			1	0501	GET	2006	523,251	\$571,000.00

Asset Category	Asset Class	Asset Name	Make	Model	Count	ID/Serial No.	Asset Owner	Acquisition Year	Vehicle Mileage	Replacement Cost/Value
RevenueVehicles	BU - Bus	NEW FLYER BUS 0502			1	0502	GET	2006	543,521	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0503			1	0503	GET	2006	541,263	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0504			1	0504	GET	2006	538,146	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0505			1	0505	GET	2006	538,991	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0506			1	0506	GET	2006	613,218	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0507			1	0507	GET	2006	545,349	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0508			1	0508	GET	2006	591,823	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0509			1	0509	GET	2006	560,436	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0510			1	0510	GET	2006	551,030	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0511			1	0511	GET	2006	538,355	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0512			1	0512	GET	2006	559,571	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0513			1	0513	GET	2006	572,277	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0514			1	0514	GET	2006	542,950	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0515			1	0515	GET	2006	554,276	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0516			1	0516	GET	2006	489,735	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0517			1	0517	GET	2006	444,831	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0518			1	0518	GET	2006	571,607	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0519			1	0519	GET	2006	505,921	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0519			1	0521	GET	2006	548,509	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0520			1	0520	GET	2006	576,610	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0522			1	0522	GET	2006	544,493	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0523			1	0523	GET	2006	553,597	\$571,000.00
RevenueVehicles	BU - Bus	NEW FLYER BUS 0524			1	0524	GET	2006	556,129	\$571,000.00
RevenueVehicles	CU - Cutaway Bus	2012 ELKHART COACH		ELKHART	1	814	GET	2012	135,380	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2012 ELKHART COACH		ELKHART	1	816	GET	2012	126,482	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2012 ELKHART COACH		ELKHART	1	818	GET	2012	134,225	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	819	GET	2013	124,807	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	820	GET	2013	108,575	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	821	GET	2013	116,770	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	822	GET	2013	131,922	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	823	GET	2013	124,886	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	824	GET	2013	140,111	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	825	GET	2013	120,811	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	826	GET	2013	167,017	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2013 ELKHART COACH		2013 ELKHART	1	827	GET	2013	130,842	\$108,000.00
RevenueVehicles	CU - Cutaway Bus	2014 ELKHART COACH #828		2014 ELKHART	1	828	GET	2014	110,443	\$115,000.00
RevenueVehicles	CU - Cutaway Bus	2014 ELKHART COACH #829		2014 ELKHART	1	829	GET	2014	102,613	\$115,000.00
RevenueVehicles	CU - Cutaway Bus	2014 ELKHART COACH #830		2014 ELKHART	1	830	GET	2014	107,494	\$115,000.00
RevenueVehicles	CU - Cutaway Bus	2014 ELKHART COACH #831		2014 ELKHART	1	831	GET	2014	121,213	\$115,000.00
RevenueVehicles	CU - Cutaway Bus	2014 ELKHART COACH #832		2014 ELKHART	1	832	GET	2014	117,933	\$115,000.00
RevenueVehicles	CU - Cutaway Bus	2017 ELKHART COACH		ELKHART COACH	1	833	GET	2017	39,367	\$120,000.00
RevenueVehicles	CU - Cutaway Bus	2017 ELKHART COACH		ELKHART COACH	1	834	GET	2017	33,090	\$120,000.00
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD) SENATOR II		SENATOR11	1	835	GET	2017	34,467	\$120,000.00
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD) SENATOR II		SENATOR11	1	836	GET	2017	21,889	\$120,000.00
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD) SENATOR II		SENATOR11	1	837	GET	2017	31,310	\$120,000.00
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD) SENATOR II		SENATOR11	1	838	GET	2017	21,906	\$120,000.00
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD) SENATOR II		SENATOR11	1	839	GET	2017	23,651	\$120,000.00

\$157,005,000.00

Appendix B: Asset Condition Data

B3: Facilities Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	TERM Scale Condition	Replacement Cost/Value
Facilities	Administration	1EA MODULAR CLASSROOM	2	G01282G-2012-8	5	4	\$300,000.00
Facilities	Administration	2EA MODULAR S&T OFFICE	2	G01282G-2012-8	5	4	\$300,000.00
Facilities	Administration	ADMIN BUILDING	1	4067	35	4	\$30,000,000.00
Facilities	Administration	MAINTENANCE BLDG/OFFICE	1	4051	35	3	\$30,000,000.00
Facilities	Administration	MODULAR MARKETING BUILDING	1	G01021	12	4	\$360,000.00
Facilities	Passenger Facilities	BC TRANSIT REMODEL	1	G01154	5	4	\$1,500,000.00
Facilities	Passenger Facilities	DOWNTOWN TRANSFER CENTER	1	1701	31	3	\$10,000,000.00
Facilities	Passenger Facilities	S.W. TRANSFER FACILITY	1	G0652	24	3	\$10,000,000.00

Appendix B: Asset Condition Data

B2: Equipment Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life	Past Useful Life Benchmark
Equipment	CNG PLANT	CNG PLANT	1	G01235/G0985/	9		\$7,500,000.00	15	No
Equipment	Misc Equipment	AUTO GATE OPENERS	1	G01232	7		\$60,000.00	10	No
Equipment	Misc Equipment	AVL SYSTEM	1	G01276U-2014-1	2		\$3,500,000.00	7	No
Equipment	Misc Equipment	BUS WASHER	1	2001	34		\$350,000.00	12	Yes
Equipment	Misc Equipment	DYNOMOMETER	1	G0951	15		\$1,000,000.00	15	Yes
Equipment	Misc Equipment	GENERATOR (CATERPILLAR)	1	G01354-2014-5	4		\$250,000.00	15	No
Equipment	Misc Equipment	HYDRAULIC LIFT NORTH BAY	1	G01057	11		\$500,000.00	15	No
Equipment	Misc Equipment	HYDRAULIC LIFT SOUTH BAY	1	G01057A	11		\$500,000.00	15	No
Equipment	Misc Equipment	LIFT/STEAM RACK	1	G01223D	7		\$375,000.00	10	No
Equipment	Misc Equipment	PAINT BOOTH	1	G0583	25		\$230,000.00	20	Yes
Equipment	Misc Equipment	STERIL KONI 2							
Equipment	Misc Equipment	MECH IN GROUND LIFT	1	G01302B-2012-12	5		\$300,000.00	15	No
Equipment	Misc Equipment	STERIL KONI 2 MECH IN GROUND LIFT	1	G01308B-2012-12	5		\$300,000.00	15	No
Equipment	Trucks and other Rubber Tire Vehicles	#43 TOW TRUCK	1	43	8	40,941	\$70,000.00	15	No
Equipment	Trucks and other Rubber Tire Vehicles	2005 HONDA ACCORD LX	1	34	13	143,323	\$40,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2005 HONDA ACCORD LX	1	32	13	141,187	\$40,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2005 HONDA ACCORD LX	1	31	13	119,004	\$40,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2005 HONDA ACCORD LX	1	30	13	128,851	\$40,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2006 ELDOBADO AMERIVAN PT	1	36	12	132,204	\$40,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2006 ELDOBADO AMERIVAN PT	1	37	12	144,336	\$40,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2008 ELDOBADO AMERIVAN PT	1	39	10	170,665	\$45,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2008 SATURN AURA XE	1	124	10	102,170	\$25,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2008 SATURN AURA XE	1	125	10	106,104	\$25,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2009 GMC TILT CAB TRUCK	1	41	10	186,145	\$45,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2009 GMC TILT CAB TRUCK	1	40	10	163,365	\$45,000.00	10	Yes
Equipment	Trucks and other Rubber Tire Vehicles	2010 FORD FUSION	1	127	8	98,107	\$35,000.00	10	No

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life (Years)	Past Useful Life Benchmark
Equipment	Trucks and other Rubber Tire Vehicles	2011 FORD F450 SERVICE TRUCK	1 42		7	81,750	\$45,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2012 BRAUN ENTERVIAN WHITE	1 44		5	131,665	\$50,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2012 FORD FUSION HYBRID WHITE	1 128		6	103,597	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2012 FORD FUSION HYBRID WHITE	1 129		6	37,834	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2013 FORD F250 4X2 CNG REG CAB PU	1 45		5	30,656	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2013 FORD FUSION HYBRID WHITE	1 130		5	57,047	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD F150	1 46		2	19,389	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD FUSION HYBRID	1 131		2	30,908	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD FUSION HYBRID	1 132		2	32,102	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD FUSION HYBRID	1 133		2	27,205	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2016 FORD FUSION HYBRID	1 134		2	29,365	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION	1 138		2	31,493	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION	1 136		2	25,556	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION	1 139		2	29,661	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION	1 135		2	30,203	\$35,000.00	10	No
Equipment	Trucks and other Rubber Tire Vehicles	2017 FORD FUSION	1 137		2	27,099	\$35,000.00	10	No

Appendix B: Asset Condition Data

B1: Revenue Vehicle Assets

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
RevenueVehicles	BU - Bus	2006 ORION BUS	1	0600	12	407,791	\$580,000.00	12	Yes
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1001	1	1001	8	426,777	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1002	1	1002	8	418,322	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1003	1	1003	8	442,701	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1004	1	1004	8	432,028	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1005	1	1005	8	428,022	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1006	1	1006	8	418,723	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1007	1	1007	8	423,713	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1008	1	1008	8	442,426	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1009	1	1009	8	421,500	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1010	1	1010	8	427,011	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1011	1	1011	8	428,406	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1012	1	1012	8	418,869	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1013	1	1013	8	425,874	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1014	1	1014	8	412,057	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1015	1	1015	8	425,964	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1016	1	1016	8	419,342	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1017	1	1017	8	434,173	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1018	1	1018	8	408,199	\$580,000.00	12	No

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1019	1	1019	8	427,476	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1020	1	1020	8	413,954	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1021	1	1021	8	433,041	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1022	1	1022	8	436,531	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1023	1	1023	8	431,600	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1024	1	1024	8	434,177	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1025	1	1025	8	403,048	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1026	1	1026	8	394,121	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1027	1	1027	8	435,201	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1028	1	1028	8	395,401	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1029	1	1029	8	416,390	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1030	1	1030	8	400,002	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1031	1	1031	8	410,087	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2009 NEW FLYER BUS # 1032	1	1032	8	403,256	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2011 NEW FLYER BUS # 1033	1	1033	7	376,537	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2011 NEW FLYER BUS # 1034	1	1034	7	348,272	\$580,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS	1	1035	6	307,986	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS	1	1036	6	302,435	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS	1	1037	6	290,148	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40' BUS	1	1038	6	293,308	\$750,000.00	12	No

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
RevenueVehicles	BU - Bus	2012 NEW FLYER 40 ' BUS	1 1039		6	286,146	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40 ' BUS	1 1040		6	307,501	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40 ' BUS	1 1041		6	296,419	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40 ' BUS	1 1042		6	293,071	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40 ' BUS	1 1043		6	285,233	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40 ' BUS	1 1044		6	287,917	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40 ' BUS	1 1045		6	302,264	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2012 NEW FLYER 40 ' BUS	1 1046		6	278,951	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1047	1 1047		4	188,768	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1048	1 1048		4	218,408	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1049	1 1049		4	206,869	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1050	1 1050		4	221,054	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1051	1 1051		4	216,568	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1052	1 1052		4	202,883	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1053	1 1053		4	205,466	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1054	1 1054		4	218,432	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1055	1 1055		4	211,371	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1056	1 1056		4	218,904	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1057	1 1057		4	227,979	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1058	1 1058		4	222,932	\$750,000.00	12	No

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1059	1 1059		4	216,664	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1060	1 1060		4	191,217	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2013 XCELSIOR CNG BUS #1061	1 1061		4	201,343	\$750,000.00	12	No
RevenueVehicles	BU - Bus	2017 MCI 45' MOTOR COACH	1 900		1	84,232	\$800,000.00	12	No
RevenueVehicles	BU - Bus	2017 MCI 45' MOTOR COACH	1 901		1	88,042	\$800,000.00	12	No
RevenueVehicles	BU - Bus	NEW FLYER BUS 0501	1 0501		12	523,253	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0502	1 0502		12	543,521	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0503	1 0503		12	541,263	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0504	1 0504		12	538,146	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0505	1 0505		12	538,991	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0506	1 0506		12	613,218	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0507	1 0507		12	545,349	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0508	1 0508		12	591,823	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0509	1 0509		12	560,436	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0510	1 0510		12	551,030	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0511	1 0511		12	538,355	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0512	1 0512		12	559,571	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0513	1 0513		12	572,277	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0514	1 0514		12	542,950	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0515	1 0515		12	554,276	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0516	1 0516		12	489,735	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0517	1 0517		12	444,831	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0518	1 0518		12	571,607	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0519	1 0519		12	505,921	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0519	1 0521		12	548,509	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0520	1 0520		12	576,610	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0522	1 0522		12	544,493	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0523	1 0523		12	553,597	\$571,000.00	12	Yes
RevenueVehicles	BU - Bus	NEW FLYER BUS 0524	1 0524		12	556,129	\$571,000.00	12	Yes
RevenueVehicles	CU - Cutaway Bus	2012 ELKHART COACH	1 814		6	135,380	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2012 ELKHART COACH	1 816		6	126,482	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2012 ELKHART COACH	1 818		6	134,225	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 819		5	124,807	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 820		5	108,575	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 821		5	116,770	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 822		5	131,922	\$108,000.00	10	No

Asset Category	Asset Class	Asset Name	Count	ID/Serial No.	Age (Yrs)	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (Yrs)	Past Useful Life Benchmark
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 823		5	124,886	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 824		5	140,111	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 825		5	120,811	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 826		5	167,017	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2013 ELHART COACH	1 827		5	130,842	\$108,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2014 ELHART COACH	1 828		4	110,443	\$115,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2014 ELHART COACH	1 829		4	102,613	\$115,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2014 ELHART COACH	1 830		4	107,494	\$115,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2014 ELHART COACH	1 831		4	121,213	\$115,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2014 ELHART COACH	1 832		4	117,933	\$115,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2017 ELKHART COACH	1 833		1	39,367	\$120,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2017 ELKHART COACH	1 834		1	33,090	\$120,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD)	1 835		1	34,467	\$120,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD)	1 836		1	21,889	\$120,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD)	1 837		1	31,310	\$120,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD)	1 838		1	23,906	\$120,000.00	10	No
RevenueVehicles	CU - Cutaway Bus	2017 STARTRANS (FORD)	1 839		1	23,651	\$120,000.00	10	No

Appendix C: Proposed Investment Project List

Project Year	Project Name	Asset/Asset Class	Cost	Priority
2018	CNG Paratransit Vehicles	Revenue Vehicles	\$972,000.00	Medium
2018	CNG Low Floor 40 Foot Buses	Revenue Vehicles	\$14,000,000.00	High
2018	Solar Covered Parking	Equipment	\$1,200,000.00	High
2018	Maintenance Building Retrofit	Facilities	\$1,400,000.00	High
2018	Paint Booth	Facilities	\$400,000.00	Medium
2018	Administration Roof	Facilities	\$100,000.00	High
2018	Shop Heaters	Facilities	\$25,000.00	Low
2018	Relief Car Replacement	Equipment	\$140,000.00	Low
2018	Vans Replacement	Equipment	\$156,000.00	Low
2018	Maintenance Trucks	Equipment	\$120,000.00	Low
2018	Facility Cameras	Facilities	\$400,000.00	Medium
2018	Shop Floor Resurface	Facilities	\$170,000.00	Medium
2018	Evaporative Cooler	Facilities	\$22,000.00	Low
2018	Bus Wash Replacement	Equipment	\$400,000.00	Medium

Appendix D: Fleet Replacement Module Output

Total in Current Year \$		\$15,164,000.00		\$1,160,000.00		\$19,720,000.00		\$0.00		\$1,160,000.00
Total in Year of		\$15,164,000.00		\$1,160,000.00		\$19,720,000.00		\$0.00		\$1,160,000.00
Current Year of		2019		2020		2021		2022		2023
Fleet Type (Year/Make/Model)	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$
2006	24	\$13,704,000.00								
2006 VII CNG			2	\$1,160,000.00	2	\$1,160,000.00				
2012 ELKHART	5	\$540,000.00								
2013 2013 ELKHART										
2014 2014 ELKHART	8	\$920,000.00								
2017 ELKHART COACH										
2017 SENATOR11										
2017 MCI D4500										
2010 40' LFR					32	\$18,560,000.00			2	\$1,160,000.00
2011 40' LFR										
2012 40 FT BUS										
2014 2013 XCELSIOR										

APPENDIX E: KEY DEFINITIONS

CBM: CONDITION BASED MAINTENANCE

CIP: CAPITAL IMPROVEMENT PLAN

CAD/AVL: Computer Aided Dispatch (CAD) and Automated Vehicle Location (AVL)

EAMS: ENTERPRISE ASSET MANAGEMENT SYSTEM

FMP: Fleet and Facilities Maintenance Plans

FTA: FEDERAL TRANSIT ADMINISTRATION

NTD: NATIONAL TRANSIT DATABASE

PDM: PREDICTIVE MAINTENANCE

PM: PREVENTATIVE MAINTENANCE

OEM: ORIGINAL EQUIPMENT MANUFACTURER

SRTP: SHORT RANGE TRANSIT PLAN

SOP: STANDARD OPERATING PROCEDURE

State Of Good Repair (SGR): Defined by 49 U.S.C. Chapter 53 as the “condition in which a [transit asset or] capital asset is able to [safely] operate at a full level of performance.” The State of Good Repair is further defined by an asset’s Useful Life Benchmark (for rolling stock and equipment) or physical condition (for facilities). Assets are considered in a State of Good Repair when they do not meet or exceed their ULB or physical condition threshold. Vehicle and equipment assets, for example, are considered in a State of Good Repair, when rated as a 2.5 or above on GETD’s TERM Lite scale, where 2.5 is equivalent to the ULB set for an asset class. Additionally, facilities, are considered in a State of Good Repair when rated as a 3 or above on FTA’s TERM scale. *Also see definition for Useful Life Benchmark.*

TERM Scale: The five category rating system used in the FTA’s Transit Economic Requirements Model (TERM) to describe the condition of an asset, where 5 is excellent condition and 1 is poor condition.

Tier I Transit Provider: An entity that receives Federal financial assistance under 49 U.S.C. Chapter 53, either directly from FTA or as a subrecipient, that owns, operates, or manages either (1) one hundred and one (101) or more vehicles in revenue service during peak regular service across all fixed route modes or in any one non-fixed route mode, or (2) rail transit.

Transit Asset Management (TAM): Defined by 49 U.S.C. Chapter 53 as “the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation.”

Transit Asset Management Plan (TAM Plan): This document, which describes: the capital asset inventory; condition of inventoried assets; TAM performance measures, targets, and prioritization of

investments aligned with the agency's TAM and SGR policy, strategic goals and objectives; as well as the strategies, activities, and resources required for delivering this Plan (including decision support tools and processes); and other agency-wide approaches to continually improve TAM practices. While this TAM Plan exists as a standalone document, LMPs may be considered an extension of the TAM Plan by reference.

Useful Life: Defined by 49 U.S.C. Chapter 53 as "either the expected life cycle of a capital asset or the acceptable period of use in service determined by FTA." It generally defines the minimum eligibility for retirement, replacement, or disposal of an asset.

Useful Life Benchmark (ULB): Defined by 49 U.S.C. Chapter 53 as "the expected life cycle or the acceptable period of use in service for a capital asset, as determined by a transit provider, or the default benchmark provided by FTA." The ULB is the realistic expectation for when an asset would be disposed or replaced based on operating environment and procurement timelines. It is not the same as "Useful Life" in FTA grant programs, is reported by age (in years), and usually only pertains to rolling stock or equipment. It is a single number shared for or within specified asset classes, although may vary across different asset classes and providers.

END