



Tier II Group
Transit Asset Management (TAM) Plan

September 2018

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Ohio-Kentucky-Indiana Regional Council of Governments

Transit Asset Management (TAM) Plan

Mark Policinski, Accountable Executive

Introduction

The Ohio-Kentucky-Indiana Regional Council of Governments (OKI) is a council of local governments, business organizations and community groups committed to developing collaborative strategies to improve the quality of life and the economic vitality of the region. Formed in 1964, OKI has spent 50 years cultivating partnerships and alliances that range from the federal government to local councils. Its 118 members represent governmental, social and civic groups from nearly 200 communities in the eight-county, three-state region.

OKI works collaboratively with stakeholders to solve interstate dilemmas, create far-reaching development plans, break through political bureaucracy, provide services to the public and advocate for federal funding. OKI has final authority over all federal dollars spent on surface transportation in the region. Each year, OKI approves roughly \$40 million in funding for projects in the region.

As the Group TAM sponsor for the region, OKI has compiled data about the assets owned by Tier II agencies throughout the Greater Cincinnati region. This data has been collected with the intent of informing future investment priorities for the Enhanced Mobility of Seniors & Individuals with Disabilities (Section 5310) program. OKI has also set performance targets for the region, which are as follows:

Performance Targets & Measures

Asset Category - Performance Measure	Asset Class	2019 Target	2020 Target	2021 Target	2022 Target	2023 Target
REVENUE VEHICLES						
Age - % of revenue vehicles within a particular asset class that have met or exceeded their Useful Life Benchmark (ULB)	CU - Cutaway Bus	5%	5%	5%	5%	5%
	MV - Mini-van	10%	10%	10%	10%	10%
	VN - Van	25%	25%	25%	25%	25%
EQUIPMENT						
Age - % of vehicles that have met or exceeded their Useful Life Benchmark (ULB)	Non-Revenue/Service Automobile	25%	25%	25%	25%	25%
	Trucks and other Rubber Tire Vehicles	50%	50%	50%	50%	50%

Capital Asset Inventory

Please see Appendix A (Asset Inventory and Condition Data) for the asset inventory listing. Agencies in the OKI Group TAM Plan have a total of 223 assets, of which 190 are revenue vehicles and 33 are equipment. A summary is included below.

Asset Inventory Summary

Asset Category/Class	Total Number	Average Age	Average Mileage	Average Value/Replacement Cost
Revenue Vehicles	190	4.5	72,492	\$48,026.32
CU - Cutaway Bus	62	4.3	60,620	\$58,145.16
MV - Mini-van	69	3.6	65,484	\$40,000.00
VN - Van	59	5.7	95,077	\$47,389.83
Equipment	33	5.8	46,370	\$30,125.00
Non-Revenue/Service Automobile	26	4.7	44,237	\$24,192.31
Trucks and other Rubber Tire Vehicles	7	9.9	54,901	\$55,833.33

Condition Assessment

Please see Appendix A (Asset Inventory and Condition Data) for individual asset condition listing. Overall 15% of revenue vehicles and 33% of equipment meet or exceed the Useful Life Benefit. A summary is included below.

Asset Condition Summary

Asset Category/Class	Total Number	Average Age	Average Mileage	Average Value/Replacement Cost	% At or Past ULB
Revenue Vehicles	190	4.5	71,700	\$48,215.79	15%
CU - Cutaway Bus	62	4.1	58,448	\$58,145.16	5%
MV - Mini-van	69	3.6	65,484	\$40,000.00	13%
VN - Van	59	5.7	94,860	\$48,000.00	29%
Equipment	33	5.8	41,048	\$30,125.00	33%
Non-Revenue/Service Automobile	26	4.7	44,237	\$24,192.31	27%
Trucks and other Rubber Tire Vehicles	7	9.9	28,294	\$55,833.33	57%

Decision Support

Investment Prioritization

Achieving the performance targets of this plan will rely upon efforts made by the transportation providers included in this TAM plan and serving clients in the OKI region. Priorities for implementation include projects or programs that help sustain the performance targets identified by the plan.

It is expected that many of the efforts undertaken to achieve the targets of this plan will rely, at least in part, on federal funding available through the Federal Elderly Individuals and Individuals with Disabilities (Section 5310) program. The OKI Coordinated Public Transit – Human Services Transportation Plan (Coordinated Plan) is targeted to serving the populations served by this federal program and is the basis for awarding federal funding for them in most of the Cincinnati urbanized area.

A description of the competitive selection process for Section 5310 program funds is provided in Appendix A of the Coordinated Plan. While the competitive selection process information in Appendix A provides more detail, the following general evaluation criteria is used for project selection and are consistent with the federal Program Guidance and Application Instructions, which include selecting projects that:

1. address gaps in current service provisions for targeted communities as defined in the local coordinated plan;
2. make use of available resources and leverage resources to the extent possible;
3. coordinate with other Federal programs (e.g., coordinated services, financial partnerships);
4. can be achieved with the given technical capacity of the project sponsor; and
5. demonstrate evidence of broad solicitation for input (coordinated planning process).

Additional Considerations

Applications for 5310 funding are also evaluated based on how the project addresses the following considerations:

- **Service to targeted populations** - Targeted populations include elderly individuals and individuals with disabilities for Section 5310. Applicants must provide a description of how their project will provide service to the identified targeted populations.
- **Elimination or reduction of duplication in services** - To ensure appropriate levels of communication have occurred with other agencies providing similar services, the applicant is asked to describe efforts taken to help eliminate or reduce duplication in services and to indicate other agencies contacted and the results of such efforts, including any letters, agreements, or contracts.
- **Sustainability** - Once a project has been initiated, it is important that the project sustain itself. The low-income or disabled population may become dependent upon the services, and applicants need to take precautions so that these services can be continued should the federal funds become unavailable in the future. Applicants in the Cincinnati urbanized area indicate how their projects will be sustained after the funding period is complete; accordingly, projects that demonstrate contingency planning for alternate funding sources will be stronger and receive higher priority.

Decision Support Tools

OKI 5310 Oversight Team:

The project selection process involves the 5310 Oversight Team working with OKI to evaluate applications for funding. The expertise and involvement of the 5310 Oversight Team provides additional and valuable perspective from providers and advocates of transportation services for target populations.

OKI Group TAM Performance Targets and Investment Priorities:

The Group TAM Plan Performance Targets for each vehicle type will be considered as funding requests are made by agencies for vehicles. Cutaway and minivan vehicles are preferred for service by most agencies in the region and will be the highest priority for replacement followed by vans. Non-revenue/service automobiles and other vehicles not directly providing service to clients are low priorities for replacement.

Mileage of agency fleet vehicles providing service will also be considered when prioritizing replacements. The TAM Plan Performance Targets are based solely on vehicle age. Some agencies reach FTA ULB mileage standards long before reaching the TAM age threshold. To prevent fleet maintenance costs from burdening these agencies, consideration will be made based upon mileage.

TAM Plan Performance Targets will also be secondary to the Coordinated Plan considerations described above. Vehicles that serve more individuals in larger portions of the region will rank higher priority than those serving less people or in smaller portions of the region.

Proposed Investments

The following table shows the fleet replacement targets for each vehicle type in order to meet the TAM target for each year through 2023. For a breakdown of proposed investments and associated estimated costs, see Appendix B (Proposed Investment List).

Fleet Replacement Targets

Cutaway Bus	2019	2020	2021	2022	2023
Quantity Exceeding ULB (10 Year)	9	12	18	23	27
Percent Exceeding ULB Without Replacement	15%	19%	29%	37%	44%
TAM Target	5%	5%	5%	5%	5%
Replacement Quantity to Maintain TAM Target	6	3	6	5	4
Minivan	2019	2020	2021	2022	2023
Quantity Exceeding ULB (8 Year)	11	15	23	24	39
Percent Exceeding ULB Without Replacement	16%	22%	33%	35%	57%
TAM Target	10%	10%	10%	10%	10%
Replacement Quantity to Maintain TAM Target	5	4	8	1	15
Van	2019	2020	2021	2022	2023
Quantity Exceeding ULB (8 Year)	19	28	33	41	52
Percent Exceeding ULB Without Replacement	32%	47%	56%	69%	88%
TAM Target	25%	25%	25%	25%	25%
Replacement Quantity to Maintain TAM Target	5	9	5	8	11
Non-Revenue/Service Automobile	2019	2020	2021	2022	2023
Quantity Exceeding ULB (8 Year)	7	9	14	15	17
Percent Exceeding ULB Without Replacement	27%	35%	54%	58%	65%
TAM Target	25%	25%	25%	25%	25%
Replacement Quantity to Maintain TAM Target	1	1	6	1	2
Trucks and other Rubber Tire Vehicles	2019	2020	2021	2022	2023
Quantity Exceeding ULB (8 Year)	4	6	7	7	7
Percent Exceeding ULB Without Replacement	57%	86%	100%	100%	100%
TAM Target	50%	50%	50%	50%	50%
Replacement Quantity to Maintain TAM Target	2	2	0	0	0

Appendix A: Asset Inventory and Condition Data

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past ULB ?
Revenue Vehicles	VN - Van	Ford	Econoline	Abilities First Foundation	2012	6	102,974	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Abilities First Foundation	2013	5	62,000	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	BAWAC	2016	2	49,846	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	BAWAC	2016	2	43,309	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2015	3	90,000	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2015	3	99,700	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2015	3	115,000	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	BAWAC	2014	4	76,000	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	70,245	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2013	5	104,000	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	80,600	\$48,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	E 350	BAWAC	2014	4	86,000	\$85,000.00	10	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	105,000	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	81,000	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Minivan	BAWAC	2015	3	86,575	\$40,000.00	8	NO

Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	87,500	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	86,000	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	88,000	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2015	3	87,100	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	79,200	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	BAWAC	2014	4	86,000	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	98,300	\$48,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	E 350	BAWAC	2016	2	66,000	\$85,000.00	10	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2017	1	34,250	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	GM	MV1	BAWAC	2016	2	43,310	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	1	49,850	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	1	15,590	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	1	20,430	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2017	1	13,000	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	0	11,700	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	1	7,000	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	1	12,600	\$4,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Ford	Connect	BAWAC	2018	0	9,200	\$40,000.00	8	NO

Revenue Vehicles	MV - Mini-van	Ford	Connect	BAWAC	2018	0	10,000	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2017	1	4,400	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	0	5,000	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	0	300	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	3	88,500	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	1	24,000	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	1	28,000	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Catholic Charities of SW Ohio	2010	8	154,979	\$40,000.00	8	YES
Revenue Vehicles	VN - Van	GMC	3500	Central Connections	2013	5	48,919	\$48,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Buick	Lucerne	Central Connections	2009	9	126,644	\$30,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	E-350	Central Connections	2008	10	163,734	\$48,000.00	8	YES
Revenue Vehicles	CU - Cutaway Bus	Ford	E-350	Central Connections	2013	5	79,475	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	E-Series	Central Connections	2017	1	30,325	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	E-Series	Central Connections	2017	1	25,068	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Central Connections	2016	2	51,348	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Central Connections	2014	4	84,679	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Central Connections	2013	5	105,811	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2009	9	136,607	\$55,000.00	10	NO

Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2011	7	125,854	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2011	7	131,957	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2011	7	95,440	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2012	6	87,700	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2013	5	72,800	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2013	5	74,590	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2014	4	69,600	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2017	1	27,800	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2017	1	25,560	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Cincinnati Area Senior Services	2017	1	18,235	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont County Board of Developmental Disabilities	2008	10	52,030	\$55,000.00	10	YES
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2011	7	199,911	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2001	17	187,542	\$55,000.00	10	YES
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2012	6	172,955	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2012	6	163,844	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2013	5	143,210	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2013	5	141,153	\$40,000.00	8	NO

Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2012	6	175,839	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2013	5	150,162	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2014	4	130,792	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2016	2	68,960	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2016	2	53,046	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2018	0	343	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	2	58,034	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	2	55,571	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	2	58,533	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	2	46,105	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2015	3	92,386	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2017	1	28,540	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2017	1	14,557	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	1	23,845	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	1	26,880	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	1	32,014	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	1	39,116	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	1	39,349	\$55,000.00	10	NO

Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	1	34,040	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	1	30,080	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	1	20,003	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2016	2	43,379	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2016	2	32,618	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2016	2	42,390	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2016	2	45,443	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2010	8	134,245	\$55,000.00	10	NO
Revenue Vehicles	VN - Van	Chevrolet	Express	Easter Seals Tristate, LLC	2005	13	236,769	\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2006	12	216,175	\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2007	11	204,538	\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	6	156,280	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	6	163,986	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	6	173,682	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	6	102,351	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	6	94,845	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	6	119,322	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	6	100,840	\$48,000.00	8	NO

Revenue Vehicles	VN - Van	Chevrolet	Express	Easter Seals Tristate, LLC	2014	4	104,026	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Transit	Easter Seals Tristate, LLC	2014	4	36,120	\$48,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Episcopal Retirement Services	2018	0	2,351	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Episcopal Retirement Services	2018	0	1,480	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	KNOLLS OF OXFORD	2016	2	11,776	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	KNOLLS OF OXFORD	2016	2	20,000	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	KNOLLS OF OXFORD	2009	9	52,328	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	MAPLE KNOLL COMMUNITIES	2016	2	31,118	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Maple Knoll Communities dba Sycamore Senior Center	2013	5	67,505	\$48,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Maple Knoll Communities dba Sycamore Senior Center	2009	9	117,546	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Maple Knoll Communities dba Sycamore Senior Center	2005	13	177,228	\$40,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Maple Knoll Communities dba Sycamore Senior Center	2009	9	135,686	\$48,000.00	8	YES
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Maple Knoll Communities,	2010	8	47,723	\$55,000.00	10	NO

				Inc.- Maple Knoll Village						
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Maple Knoll Communities, Inc.- Maple Knoll Village	2011	7	14,278	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Toyota	Sienna	Marielders, Inc.	2018	0	23,129	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Chrysler	Town & Country	Marielders, Inc.	2008	10	78,977	\$40,000.00	8	YES
Revenue Vehicles	CU - Cutaway Bus	Chevrolet	Collins Express G3500	Mayerson Jewish Community Center	2005	13	83,526	\$55,000.00	2005	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	STARCRAFT-E450	Mayerson Jewish Community Center	2011	7	45,032	\$55,000.00	2011	NO
Revenue Vehicles	CU - Cutaway Bus	Chevrolet	Collins Express	Mayerson Jewish Community Center	2004	14	87,130	\$55,000.00	2004	NO
Revenue Vehicles	VN - Van	Ford	Transit Connect Wagon	Mayerson Jewish Community Center	2014	4	24,165	\$36,000.00	2014	NO
Revenue Vehicles	VN - Van	Ford	Transit Connect Wagon	Mayerson Jewish Community Center	2014	4	31,666	\$36,000.00	2014	NO
Revenue Vehicles	VN - Van	Ford	Transit Connect Wagon	Mayerson Jewish Community Center	2016	2	9,912	\$36,000.00	2016	NO
Equipment	Trucks and other Rubber Tire Vehicles	Chevrolet	Silverado	Mayerson Jewish Community Center	2013	5	111,428	\$38,000.00	2013	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Mayerson Jewish Community Center	2018	0	1,324	\$55,000.00	2018	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Mayerson Jewish Community Center	2012	6	69,483	\$55,000.00	2012	NO

Revenue Vehicles	VN - Van	Ford	Econoline	Mayerson Jewish Community Center	2005	13	117,832	\$48,000.00	2005	YES
Revenue Vehicles	CU - Cutaway Bus	Goshen	Coach	Mercy Health West Park	2017	1	3,529	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Mercy Health West Park	2016	2	15,731	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Mercy Health West Park	2006	12	65,303	\$48,000.00	8	YES
Equipment	Non Revenue/Service Automobile	Ford	Flex	Mercy Health West Park	2013	5	70,092	\$34,000.00	8	NO
Equipment	Trucks and other Rubber Tire Vehicles	Ford	F250	Mercy Health West Park	2008	10	37,677	\$37,000.00	8	YES
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Mercy Health West Park	2009	9	56,617	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Oxford Senior Citizens, Inc.	2015	3	24,405	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Oxford Senior Citizens, Inc.	2015	3	32,699	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Oxford Senior Citizens, Inc.	2017	1	17,930	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Oxford Senior Citizens, Inc.	2010	8	30,063	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Oxford Senior Citizens, Inc.	2012	6	58,117	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Oxford Senior Citizens, Inc.	2014	4	52,078	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2011	7	83,677	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2011	7	90,998	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Partners in Prime	2012	6	42,490	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2013	5	95,559	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2015	3	65,520	\$40,000.00	8	NO

Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2017	1	23,063	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2017	1	22,722	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Partners in Prime	2017	1	6,598	\$85,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2016	2	39,820	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2016	2	43,793	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Partners in Prime	2017	1	9,150	\$85,000.00	10	NO
Equipment	Non Revenue/Service Automobile	Subaru	Forester (AWD)	Partners in Prime	2017	1	22,706	\$26,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Subaru	Forester (AWD)	Partners in Prime	2017	1	28,723	\$26,000.00	8	NO
Equipment	Non Revenue/Service Automobile	GMC	Acadia SLE	Partners in Prime	2017	1	12,242	\$32,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	E-150	Partners in Prime	2010	8	117,238	\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	E-150	Partners in Prime	2011	7	87,436	\$48,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Chevy	Impala	Partners in Prime	2014	4	93,785	\$30,500.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	International	HC 310	Partners in Prime	2008	10	59,580	\$130,000.00	10	YES
Equipment	Non Revenue/Service Automobile	Nissan	Altima	Partners in Prime	2015	3	43,193	\$25,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Nissan	Altima	Partners in Prime	2015	3	36,021	\$25,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Nissan	Versa Note	Partners in Prime	2016	2	22,330	\$17,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Nissan	Versa Note	Partners in Prime	2016	2	21,889	\$17,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Chevrolet	HHR	Partners in Prime	2009	9	65,459	\$25,000.00	8	YES

Equipment	Non Revenue/Service Automobile	Nissan	Versa Note	Partners in Prime	2016	2	18,480	\$17,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Nissan	Versa Note	Partners in Prime	2016	2	12,820	\$17,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Kia	Soul	Partners in Prime	2017	1	4,878	\$24,500.00	8	NO
Equipment	Non Revenue/Service Automobile	Kia	Soul	Partners in Prime	2017	1	8,995	\$24,500.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Braun (GC)	Partners in Prime	2010	8	137,779	\$40,000.00	8	YES
Revenue Vehicles	MV - Mini-van	Dodge	Braun (GC)	Partners in Prime	2010	8	150,239	\$40,000.00	8	YES
Equipment	Non Revenue/Service Automobile	Chevy	Impala	Partners in Prime	2009	9	119,528	\$30,500.00	8	YES
Revenue Vehicles	VN - Van	Chevy	Astro	Partners in Prime	2001	17	142,371	\$48,000.00	8	YES
Equipment	Trucks and other Rubber Tire Vehicles	Isuzu	NPR (Gas)	Partners in Prime	2005	13	42,853	\$45,000.00	8	YES
Equipment	Trucks and other Rubber Tire Vehicles	Isuzu	NTR (Diesel)	Partners in Prime	2007	11	27,647	\$45,000.00	8	YES
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	SEM Villa	2017	1	3,424	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Volunteers of America	2018	0	1,069	\$55,000.00	10	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Volunteers of America	2018	0	721	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Volunteers of America	2016	2	15,274	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Volunteers of America	2007	11	75,149	\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Dodge	Ram Promaster 2500	Volunteers of America	2015	3	8,385	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Volunteers of America	2013	5	29,436	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Volunteers of America	2013	5	28,511	\$40,000.00	8	NO

Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Volunteers of America	2013	5	27,220	\$40,000.00	8	NO
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Warren County Community Services	2012	6	200,289	\$55,000.00	10	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2016	2	26,003	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Warren County Community Services	2016	2	29,073	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2012	6	77,675	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Warren County Community Services	2013	5	33,934	\$48,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2008	10	140,684	\$40,000.00	8	YES
Revenue Vehicles	MV - Mini-van	Chevrolet	Uplander	Warren County Community Services	2008	10	132,032	\$40,000.00	8	YES
Revenue Vehicles	MV - Mini-van	Chevrolet	Uplander	Warren County Community Services	2009	9	116,523	\$40,000.00	8	YES
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2010	8	124,868	\$40,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Warren County Community Services	2007	11	94,333	\$48,000.00	8	YES
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Wesley Community Services	2015	3	58,501	\$40,000.00	8	NO

Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Wesley Community Services	2015	3	64,810	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Wesley Community Services	2015	3	48,728	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Wesley Community Services	2015	3	57,692	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Wesley Community Services	2015	3	67,562	\$40,000.00	8	NO
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Wesley Community Services	2015	3	69,975	\$40,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2014	4	118,850	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2013	5	129,693	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2011	7	252,728	\$48,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2010	8	205,331	\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2012	6	183,005	\$48,000.00	8	NO
Equipment	Trucks and other Rubber Tire Vehicles	Freightliner		Wesley Community Services	2000	18			10	YES
Equipment	Non Revenue/Service Automobile	Ford	Focus	Wesley Community Services	2009	9		\$20,000.00	8	YES

Equipment	Non Revenue/Service Automobile	Ford	Focus	Wesley Community Services	2009	9		\$20,000.00	8	YES
Equipment	Non Revenue/Service Automobile	Ford	Focus	Wesley Community Services	2010	8		\$20,000.00	8	YES
Equipment	Non Revenue/Service Automobile	Ford	Focus	Wesley Community Services	2010	8		\$20,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2010	8		\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2010	8		\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2010	8		\$48,000.00	8	YES
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2009	9		\$48,000.00	8	YES
Equipment	Non Revenue/Service Automobile	Ford	Focus	Wesley Community Services	2012	6		\$20,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Ford	Focus	Wesley Community Services	2012	6		\$20,000.00	8	NO
Revenue Vehicles	VN - Van	Ford	Econoline	Wesley Community Services	2010	8		\$48,000.00	8	YES
Equipment	Trucks and other Rubber Tire Vehicles	Ford	Econoline	Wesley Community Services	2012	6		\$85,000.00	8	NO
Equipment	Trucks and other Rubber Tire Vehicles	Ford	Econoline	Wesley Community Services	2012	6		\$85,000.00	8	NO

Equipment	Non Revenue/Service Automobile	Ford	C-Max	Wesley Community Services	2013	5		\$27,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Ford	C-Max	Wesley Community Services	2013	5		\$27,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Ford	C-Max	Wesley Community Services	2013	5		\$27,000.00	8	NO
Equipment	Non Revenue/Service Automobile	Ford	C-Max	Wesley Community Services	2013	5		\$27,000.00	8	NO

Appendix B: Proposed Investment List

In creating our proposed investment list it was assumed that the costs for vehicles would be equal to the current model rounded up to the nearest thousand plus 10% contingency. Therefore, \$55,000 was used for cutaway buses, \$40,000 for mini-vans, \$48,000 for vans, \$30,000 for non-revenue/service vehicles, and \$45,000 for trucks and other rubber tire vehicles. All figures are listed in 2018 dollars.

Priority		2019		2020		2021		2022		2023	
		Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$
High	Cutaway Bus										
	Replacement Investment to Maintain TAM Target	6	\$330,000	3	\$165,000	6	\$330,000	5	\$275,000	4	\$220,000
High	Minivan										
	Replacement Investment to Maintain TAM Target	5	\$200,000	4	\$160,000	8	\$320,000	1	\$40,000	15	\$600,000
Medium	Van										
	Replacement Investment to Maintain TAM Target	5	\$240,000	9	\$432,000	5	\$240,000	8	\$384,000	11	\$528,000
Low	Non-Revenue/Service Automobile										
	Replacement Investment to Maintain TAM Target	1	\$30,000	1	\$30,000	6	\$180,000	1	\$30,000	2	\$60,000
Low	Trucks and other Rubber Tire Vehicles										
	Replacement Investment to Maintain TAM Target	2	\$90,000	2	\$90,000	0	-	0	-	0	-
Total Investment 2018 \$		2019	\$ 890,000	2020	\$ 877,000	2021	\$1,070,000	2022	\$729,000	2023	\$1,408,000