



Tier II Group
Transit Asset Management (TAM) Plan

September 2022

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Ohio-Kentucky-Indiana Regional Council of Governments

Transit Asset Management (TAM) Plan

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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 more than 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 \$50 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	2023 Target	2024 Target	2025 Target	2026 Target	2027 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 222 assets, of which 194 are revenue vehicles and 28 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	194	5.1	64,276	\$45,756.72
CU - Cutaway Bus	69	4.9	65,363	\$57,911.75
MV - Mini-van	61	4.8	62,205	\$39,539.23
VN - Van	64	5.5	65,080	\$38,578.13
Equipment	28	6.3	82,717	\$23,317.86
Non-Revenue/Service Automobile	23	5.3	84,908	\$20,630.43
Trucks and other Rubber Tire Vehicles	5	9.3	89,600	\$35,680.00
<i>*Numbers based on 2021 inventory of assets.</i>				

Condition Assessment

Please see Appendix A (Asset Inventory and Condition Data) for individual asset condition listing. Overall, 19 percent of revenue vehicles and 36 percent 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	194	5.1	64,276	\$45,756.72	19%
CU - Cutaway Bus	69	4.9	65,363	\$57,911.75	12%
MV - Mini-van	61	4.8	62,205	\$39,539.23	20%
VN - Van	64	5.5	65,080	\$38,578.13	25%
Equipment	28	6.3	82,717	\$23,317.86	36%
Non-Revenue/Service Automobile	23	5.3	84,908	\$20,630.43	26%
Trucks and other Rubber Tire Vehicles	5	9.3	89,600	\$35,680.00	80%
<i>*Numbers based on 2021 inventory of assets.</i>					

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 2027. For a breakdown of proposed investments and associated estimated costs, see Appendix B (Proposed Investment List).

Fleet Replacement Targets

Cutaway Bus	2023	2024	2025	2026	2027
Quantity Exceeding ULB (10 Year)	14	16	16	26	45
Percent Exceeding ULB Without Replacement	20%	23%	23%	38%	65%
TAM Target	5%	5%	5%	5%	5%
Replacement Quantity to Maintain TAM Target	11	13	13	23	42
Minivan					
2023	2024	2025	2026	2027	
Quantity Exceeding ULB (8 Year)	17	31	42	47	53
Percent Exceeding ULB Without Replacement	28%	51%	69%	77%	87%
TAM Target	10%	10%	10%	10%	10%
Replacement Quantity to Maintain TAM Target	11	25	36	41	47
Van					
2023	2024	2025	2026	2027	
Quantity Exceeding ULB (8 Year)	29	32	35	50	56
Percent Exceeding ULB Without Replacement	45%	50%	55%	78%	88%
TAM Target	25%	25%	25%	25%	25%
Replacement Quantity to Maintain TAM Target	13	16	19	34	40
Non-Revenue/Service Automobile					
2023	2024	2025	2026	2027	
Quantity Exceeding ULB (8 Year)	10	14	18	20	20
Percent Exceeding ULB Without Replacement	43%	61%	78%	87%	87%
TAM Target	25%	25%	25%	25%	25%
Replacement Quantity to Maintain TAM Target	5	9	13	15	15
Trucks and other Rubber Tire Vehicles					
2023	2024	2025	2026	2027	
Quantity Exceeding ULB (8 Year)	4	4	4	4	4
Percent Exceeding ULB Without Replacement	80%	80%	80%	80%	80%
TAM Target	50%	50%	50%	50%	50%
Replacement Quantity to Maintain TAM Target	1	1	1	1	1
<i>*Numbers based on 2021 inventory of assets.</i>					

Appendix A: Asset Inventory and Condition Data

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	CU - Cutaway Bus	Ford	E350	Abilities First Foundation	2019	3	600	\$51,659	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	E350	Abilities First Foundation	2019	3	1,362	\$51,659	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	E350	BAWAC	2019	3	10,464	\$50,106	10	No
Revenue Vehicles	MV - Mini-van	GM	MV1	BAWAC	2016	6	70,235	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	BAWAC	2016	6	49,846	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	BAWAC	2016	6	43,309	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2013	9	104,000	\$40,000	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	E 350	BAWAC	2016	6	66,000	\$85,000	10	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2017	5	34,250	\$48,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	5	15,590	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	5	20,430	\$40,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2017	5	13,000	\$48,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	11,700	\$48,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	5	7,000	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	5	12,600	\$4,000	8	No
Revenue Vehicles	MV - Mini-van	Ford	Connect	BAWAC	2018	4	9,200	\$40,000	8	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	MV - Mini-van	Ford	Connect	BAWAC	2018	4	10,000	\$40,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2017	5	4,400	\$48,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	5,000	\$48,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	300	\$48,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2015	7	88,500	\$48,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	5	24,000	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2017	5	28,000	\$40,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	E 350	BAWAC	2017	5	71,707	\$50,000	10	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	56,036	\$47,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	54,310	\$38,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	E 350	BAWAC	2019	3	43,234	\$56,000	10	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2018	4	37,956	\$28,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	BAWAC	2018	4	36,003	\$28,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	35,025	\$52,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	33,645	\$47,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	29,491	\$47,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	36,940	\$38,000	8	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	29,928	\$52,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	30,313	\$38,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	14,657	\$52,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2019	3	9,950	\$38,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	10,246	\$52,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2019	3	15,708	\$38,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2019	3	16,207	\$38,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2019	3	160	\$65,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	BAWAC	2018	4	1,144	\$52,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	E 350	BAWAC	2019	3	596	\$47,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	E-350	Central Connections	2013	9	102,362	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	E-Series	Central Connections	2017	5	57,156	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	E-Series	Central Connections	2017	5	55,861	\$55,000	10	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Central Connections	2016	6	113,557	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Central Connections	2014	8	142,383	\$40,000	8	Yes
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Central Connections	2013	9	143,177		8	Yes

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	MV - Mini-van	Chrysler	Minivan	Central Connections	2019	3	57,156	\$39,795	8	No
Revenue Vehicles	MV - Mini-van	Chrysler	Minivan	Central Connections	2019	3	43,565	\$39,795	8	No
Revenue Vehicles	MV - Mini-van	Chrysler	Minivan	Central Connections	2019	3	36,970	\$39,795	8	No
Revenue Vehicles	VN - Van	GMC	3500	Central Connections	2013	9	81,099	\$48,000	8	Yes
Equipment	Non Revenue/Service Automobile	Buick	Lucerne	Central Connections	2009	13	136,553	\$30,000	8	Yes
Revenue Vehicles	VN - Van	Ford	E-350	Central Connections	2008	14	168,233	\$48,000	8	Yes
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2016	6	129,481	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2016	6	116,898	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2018	4	112,177	\$40,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	6	167,182		10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	6	125,566	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	6	116,898	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	6	147,917	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2016	6	111,970	\$55,000	10	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2017	5	101,024	\$40,000	8	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Clermont Senior Services	2017	5	97,394	\$40,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	5	90,127	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	5	89,346	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	5	124,473	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	5	117,499	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	5	119,918	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	5	102,213	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	5	120,191	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2017	5	70,409	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2018	4	73,884		10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2018	4	84,354		10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2018	4	80,109		10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2019	3	40,340	\$60,941	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2019	3	32,497	\$60,941	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Clermont Senior Services	2019	3	48,715	\$60,941	10	No
Revenue Vehicles	MV - Mini-van	Chrysler	Minivan	Clermont Senior Services	2019	3	37,491	\$35,638	8	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	MV - Mini-van	Chrysler	Minivan	Clermont Senior Services	2020	2	2,952	\$36,380	8	No
Revenue Vehicles	MV - Mini-van	Chrysler	Minivan	Clermont Senior Services	2020	2	17,988	\$36,380	8	No
Equipment	Non Revenue/Service Automobile	Dodge	Grand Caravan	Clermont Senior Services	2012	10	175,498	\$40,000	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	E450	Colerain Township	2019	3	11,008	\$128,490	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2016	6	74,937	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2010	12	154,708	\$55,000	10	Yes
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	10	205,170	\$48,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	10	153,869	\$48,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	10	123,928	\$48,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	10	168,383	\$48,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Econoline	Easter Seals Tristate, LLC	2012	10	144,829	\$48,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Transit	Easter Seals Tristate, LLC	2014	8	59,403	\$48,000	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2016	6	79,100	\$40,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2016	6	75,326	\$40,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Easter Seals Tristate, LLC	2017	5	78,859	\$40,000	10	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Episcopal Retirement Services	2018	4	13,535	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Episcopal Retirement Services	2018	4	8,851	\$55,000	10	No
Revenue Vehicles	SMV - Mini-van	Dodge	Grand Caravan	Greater Cincinnati Behavioral Health Services (formerly Clermont Counseling)	2012	10	115,607		8	Yes
Equipment	Trucks and other Rubber Tire Vehicles	Ford	Econoline	Greater Cincinnati Behavioral Health Services (formerly Clermont Counseling)	2002	20	160,037	\$22,400	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	KNOLLS OF OXFORD	2016	6	26,764	\$55,000	10	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	KNOLLS OF OXFORD	2016	6	55,355	\$40,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	KNOLLS OF OXFORD	2009	13	52,328	\$55,000	10	Yes
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	MAPLE KNOLL COMMUNITIES	2016	6	87,513	\$40,000	8	No
Revenue Vehicles	VN - Van	Ford	Econoline	Maple Knoll Communities dba Sycamore Senior Center	2013	9	91,966	\$48,000	8	Yes

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Maple Knoll Communities dba Sycamore Senior Center	2009	13	127,557	\$55,000	10	Yes
Revenue Vehicles	VN - Van	Ford	Econoline	Maple Knoll Communities dba Sycamore Senior Center	2009	13	135,686	\$48,000	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Maple Knoll Communities, Inc.- Maple Knoll Village	2011	11	17,533	\$55,000	10	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	Starlite	Mapleknoll Communities	2020	2	2,831	\$62,334	10	No
Revenue Vehicles	SMV - Mini-van	Dodge	Grand Caravan	Mapleknoll Communities	2020	2	8,023	\$37,555	8	No
Revenue Vehicles	SMV - Mini-van	Dodge	Grand Caravan	Mapleknoll Communities	2020	2	2,479	\$37,555	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Mayerson Jewish Community Center	2018	4	20,349	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Mayerson Jewish Community Center	2012	10	80,879	\$55,000	10	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Mayerson Jewish Community Center	2019	3	6,024	\$55,692	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Mayerson Jewish Community Center	2019	3	4,974	\$55,692	10	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	CU - Cutaway Bus	Chevrolet	Collins Express G3500	Mayerson Jewish Community Center	2005	17	96,801	\$55,000	10	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	STARCRAFT- E450	Mayerson Jewish Community Center	2011	11	56,113	\$55,000	10	Yes
Revenue Vehicles	VN - Van	Ford	Transit Connect Wagon	Mayerson Jewish Community Center	2014	8	45,394	\$36,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Transit Connect Wagon	Mayerson Jewish Community Center	2014	8	96,490	\$36,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Transit Connect Wagon	Mayerson Jewish Community Center	2016	6	37,089	\$36,000	8	No
Equipment	Trucks and other Rubber Tire Vehicles	Chevrolet	Silverado	Mayerson Jewish Community Center	2013	9	113,985	\$38,000	8	Yes
Equipment	Trucks and other Rubber Tire Vehicles	Toyota	Rav 21	Mayerson Jewish Community Center	2021	1	4,797	\$36,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Meals on Wheels	2012	10	104,712	\$55,000	10	Yes
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Meals on Wheels	2015	7	108,671	\$40,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Meals on Wheels	2013	9	98,335	\$55,000	10	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Meals on Wheels	2013	9	102,727	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Meals on Wheels	2014	8	108,710	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Meals on Wheels	2017	5	86,489	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Meals on Wheels	2017	5	75,526	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Meals on Wheels	2017	5	66,818	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Meals on Wheels	2019	3	59,231	\$49,569	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Starcraft E-350	Meals on Wheels	2020	2	16,310	\$57,221	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Starcraft E-450	Meals on Wheels	2020	2	22,487	\$60,650	10	No
Revenue Vehicles	VN - Van	Chevrolet	2500	Meals on Wheels	2020	2	35,517	\$45,000	8	No
Revenue Vehicles	VN - Van	Chevrolet	2500	Meals on Wheels	2020	2	7,805	\$45,000	8	No
Revenue Vehicles	VN - Van	Chevrolet	2500	Meals on Wheels	2020	2	23,448	\$45,000	8	No
Revenue Vehicles	VN - Van	Chevrolet	2500	Meals on Wheels	2020	2	27,064	\$45,000	8	No
Revenue Vehicles	VN - Van	Chevrolet	2500	Meals on Wheels	2020	2	25,374	\$45,000	8	No
Revenue Vehicles	VN - Van	Chevrolet	2500	Meals on Wheels	2020	2	12,631	\$45,000	8	No
Revenue Vehicles	VN - Van	Chevrolet	2500	Meals on Wheels	2020	2	9,691	\$45,000	8	No
Revenue Vehicles	VN - Van	Chevrolet	2500	Meals on Wheels	2020	2	15,668	\$45,000	8	No
Revenue Vehicles	VN - Van	Ford	Transit	Meals on Wheels	2010	12	122,344	\$2,000	8	Yes

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	VN - Van	Chevrolet	Uplander	Meals on Wheels	2007	15	147,504	\$2,000	8	Yes
Revenue Vehicles	VN - Van	Nissan	NV1500	Meals on Wheels	2012	10	178,945	\$4,000	8	Yes
Revenue Vehicles	VN - Van	Nissan	NV1500	Meals on Wheels	2014	8	114,485	\$4,000	8	Yes
Revenue Vehicles	VN - Van	Nissan	NV1500	Meals on Wheels	2014	8	125,420	\$4,000	8	Yes
Revenue Vehicles	VN - Van	Nissan	NV200	Meals on Wheels	2014	8	63,507	\$6,000	8	Yes
Revenue Vehicles	VN - Van	Nissan	NV200	Meals on Wheels	2014	8	94,408	\$6,000	8	Yes
Revenue Vehicles	VN - Van	Nissan	NV1500	Meals on Wheels	2016	6	135,567	\$10,000	8	No
Revenue Vehicles	VN - Van	Nissan	NV200	Meals on Wheels	2016	6	121,971	\$8,000	8	No
Revenue Vehicles	VN - Van	Nissan	NV1500	Meals on Wheels	2018	4	131,296	\$12,000	8	No
Revenue Vehicles	VN - Van	Nissan	NV200	Meals on Wheels	2015	7	94,565	\$8,000	8	No
Revenue Vehicles	VN - Van	Nissan	NV200	Meals on Wheels	2015	7	80,483	\$10,000	8	No
Revenue Vehicles	VN - Van	Ford	Fusion	Meals on Wheels	2012	10	143,747	\$4,000	8	Yes
Equipment	Non Revenue/Service Automobile	Ford	C-Max	Meals on Wheels	2013	9	146,390	\$8,000	8	Yes
Equipment	Non Revenue/Service Automobile	Ford	C-Max	Meals on Wheels	2013	9	139,265	\$8,000	8	Yes
Equipment	Non Revenue/Service Automobile	Ford	C-Max	Meals on Wheels	2013	9	211,700	\$7,000	8	Yes

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Equipment	Non Revenue/Service Automobile	Ford	C-Max	Meals on Wheels	2014	8	240,801	\$7,000	8	Yes
Equipment	Non Revenue/Service Automobile	Ford	C-Max	Meals on Wheels	2014	8	215,173	\$7,000	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Goshen	Coach	Mercy Health West Park	2017	5	75,330	\$55,000	10	No
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Mercy Health West Park	2016	6	15,731	\$40,000	8	No
Revenue Vehicles	VN - Van	Ford	Econoline	Mercy Health West Park	2006	16	65,303	\$48,000	8	Yes
Equipment	Non Revenue/Service Automobile	Ford	Flex	Mercy Health West Park	2013	9	70,092	\$34,000	8	Yes
Equipment	Trucks and other Rubber Tire Vehicles	Ford	F250	Mercy Health West Park	2008	14	37,677	\$37,000	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Mercy Health West Park	2009	13	56,617	\$55,000	10	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	OPRS - Sr Independence Llanfair	2014	8	33,619		10	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Oxford Senior Citizens, Inc.	2015	7	49,473	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Oxford Senior Citizens, Inc.	2015	7	47,452	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Oxford Senior Citizens, Inc.	2017	5	52,615	\$40,000	8	No
Revenue Vehicles	VN - Van	Ford	Econoline	Oxford Senior Citizens, Inc.	2014	8	52,078	\$48,000	8	Yes

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2020	2	17,701		8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2020	2	16,541		8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2020	2	9,639		8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2015	7	112,237	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2017	5	85,600	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2017	5	100,623	\$40,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Partners in Prime	2017	5	15,140	\$85,000	10	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2016	6	103,134	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2016	6	100,329	\$40,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Partners in Prime	2017	5	11,411	\$85,000	10	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Partners in Prime	2013	9	130,614	\$40,000	8	Yes
Equipment	Non Revenue/Service Automobile	Subaru	Forester (AWD)	Partners in Prime	2017	5	64,357	\$26,000	8	No
Equipment	Non Revenue/Service Automobile	Subaru	Forester (AWD)	Partners in Prime	2017	5	82,927	\$26,000	8	No
Equipment	Non Revenue/Service Automobile	Nissan	Altima	Partners in Prime	2015	7	63,934	\$25,000	8	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Equipment	Non Revenue/Service Automobile	Nissan	Altima	Partners in Prime	2015	7	63,094	\$25,000	8	No
Equipment	Non Revenue/Service Automobile	Nissan	Versa Note	Partners in Prime	2016	6	41,578	\$17,000	8	No
Equipment	Non Revenue/Service Automobile	Nissan	Versa Note	Partners in Prime	2016	6	48,206	\$17,000	8	No
Equipment	Non Revenue/Service Automobile	Nissan	Versa Note	Partners in Prime	2016	6	49,995	\$17,000	8	No
Equipment	Non Revenue/Service Automobile	Nissan	Versa Note	Partners in Prime	2016	6	38,713	\$17,000	8	No
Equipment	Non Revenue/Service Automobile	Kia	Soul	Partners in Prime	2017	5	18,618	\$24,500	8	No
Equipment	Non Revenue/Service Automobile	Kia	Soul	Partners in Prime	2017	5	46,222	\$24,500	8	No
Equipment	Trucks and other Rubber Tire Vehicles	Isuzu	NPR (Gas)	Partners in Prime	2005	17	46,700	\$45,000	8	Yes
Equipment	Non Revenue/Service Automobile	Ram	ProMaster City	Partners in Prime	2021	1	4,691	\$26,500	8	No
Equipment	Non Revenue/Service Automobile	Kia	Soul	Partners in Prime	2018	4	49,331	\$22,000	8	No

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Equipment	Non Revenue/Service Automobile	Kia	Soul	Partners in Prime	2018	4	39,927	\$22,000	8	No
Equipment	Non Revenue/Service Automobile	Kia	Soul	Partners in Prime	2021	1	3,325	\$22,000	8	No
Equipment	Non Revenue/Service Automobile	Kia	Soul	Partners in Prime	2021	1	2,487	\$22,000	8	No
Revenue Vehicles	CU - Cutaway Bus	International	HC 310	Partners in Prime	2008	14	66,082	\$130,000	10	Yes
Revenue Vehicles	MV - Mini-van	Dodge	Caravan	Partners in Prime	2021	1	18,078	\$48,000	8	No
Revenue Vehicles	VN - Van	Ram	ProMaster	Partners in Prime	2019	3	40,380	\$61,500	8	No
Revenue Vehicles	VN - Van	Ram	ProMaster	Partners in Prime	2019	3	33,492	\$61,500	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	SEM Villa	2017	5	12,943	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Volunteers of America	2018	4	3,994	\$55,000	10	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Volunteers of America	2018	4	8,725	\$55,000	10	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Volunteers of America	2016	6	15,274	\$40,000	8	No
Revenue Vehicles	VN - Van	Ford	Econoline	Volunteers of America	2007	15	75,149	\$48,000	8	Yes
Revenue Vehicles	VN - Van	Dodge	Ram Promaster 2500	Volunteers of America	2015	7	8,385	\$48,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Volunteers of America	2013	9	29,436	\$40,000	8	Yes

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Volunteers of America	2013	9	28,511	\$40,000	8	Yes
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Volunteers of America	2013	9	27,220	\$40,000	8	Yes
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Warren County Community Services	2018	4	23,092	\$57,016	10	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2016	6	71,965	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Mobility Ventures	MV-1	Warren County Community Services	2016	6	67,099	\$40,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2012	10	122,089	\$40,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Econoline	Warren County Community Services	2013	9	42,091	\$48,000	8	Yes
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2010	12	166,761	\$40,000	8	Yes
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2019	3	9,775	\$48,000	8	No
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2019	3	9,346	\$48,000	8	No
Revenue Vehicles	CU - Cutaway Bus	Ford	Econoline	Warren County Community Services	2012	10	200,289	\$55,000	10	Yes

Asset Category	Asset Class	Make	Model	Asset Owner	Acquisition Year	Age	Vehicle Mileage 2021	Replacement Cost/Value	Useful Life Benchmark (ULB)	Past Useful Life
Revenue Vehicles	MV - Mini-van	Dodge	Grand Caravan	Warren County Community Services	2008	14	140,684	\$40,000	8	Yes
Revenue Vehicles	MV - Mini-van	Chevrolet	Uplander	Warren County Community Services	2008	14	132,032	\$40,000	8	Yes
Revenue Vehicles	MV - Mini-van	Chevrolet	Uplander	Warren County Community Services	2009	13	116,523	\$40,000	8	Yes
Revenue Vehicles	VN - Van	Ford	Econoline	Warren County Community Services	2007	15	94,333	\$48,000	8	Yes

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 (2022) model rounded up to the nearest thousand plus 10% contingency. Therefore, \$75,000 was used for cutaway buses, \$55,000 for mini-vans, \$60,000 for vans, \$25,000 for non-revenue/service vehicles, and \$40,000 for trucks and other rubber tire vehicles. All figures were adjusted for inflation.

Priority		2023		2024		2025		2026		2027	
	Cutaway Bus	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost
High	Replacement Investment to Maintain TAM Target	11	\$849,750	13	\$1,034,378	13	\$1,065,409	23	\$1,941,503	42	\$3,651,713
	Minivan	2023		2024		2025		2026		2027	
		Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost
High	Replacement Investment to Maintain TAM Target	11	\$623,150	25	\$1,458,738	36	\$2,163,599	41	\$2,538,022	47	\$2,996,723
	Van	2023		2024		2025		2026		2027	
		Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost
Medium	Replacement Investment to Maintain TAM Target	13	\$803,400	16	\$1,018,464	19	\$1,245,709	34	\$2,296,038	40	\$2,782,258
	Non-Revenue/Service Automobile	2023		2024		2025		2026		2027	
		Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost
Low	Replacement Investment to Maintain TAM Target	5	\$128,750	9	\$238,703	13	\$355,136	15	\$422,066	15	\$434,728
	Trucks and other Rubber Tire Vehicles	2023		2024		2025		2026		2027	
		Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost
Low	Replacement Investment to Maintain TAM Target	1	\$41,200	1	\$42,436	1	\$43,709	1	\$45,020	1	\$46,371
	Total Investment	2023	\$2,446,250	2024	\$3,792,718	2025	\$4,873,562	2026	\$7,242,649	2027	\$9,911,793