

MTC 2026 Regional Transit Asset Management Group Plan

CITY COACH

NVTA
NAPA VALLEY TRANSPORTATION AUTHORITY

 **San Francisco Bay Ferry**

SolTrans

UNION CITY
transit

Petaluma Transit

FAST

 **marin transit**

RIO VISTA
DELTA BREEZE



 **WESTCAT**

Santa Rosa
CityBus

Sonoma County Transit



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Table of Contents

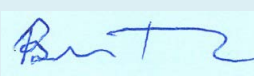
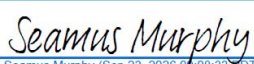
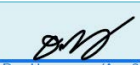
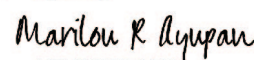
1.	Accountable Executives Statement	4
2.	Plan Coverage Area	5
3.	Introduction.....	6
3.1	Plan Overview.....	6
3.2	Plan Participants	7
3.3	Federal TAM Requirements.....	9
3.3.1	State of Good Repair Performance Measures.....	9
3.3.2	TAM Plan Elements	9
3.3.3	Reporting Requirements	10
4	TAM Plan Guiding Principles	11
4.1	Transit Asset Management Approach and Vision.....	11
5	Capital Asset Inventory.....	12
5.1	Ownership and Responsibility.....	15
5.2	Performance and Condition.....	16
5.2.1	State of Good Repair Summary.....	16
5.2.2	Performance Measures and Targets.....	17
5.2.3	Equipment (>\$50,000) Condition	19
	Asset Lifecycle Strategies	20
5.3	Lifecycle Management Strategies.....	20
5.3.1	Bus Asset Lifecycle Strategies	20
5.3.2	Ferry Lifecycle Strategies.....	21
5.3.3	Facility Lifecycle Strategies	22
6	Innovative Clean Transit Regulation Impact on Transit Asset Management.....	24
6.1	Overview.....	24
6.2	Infrastructure Needs	25
6.3	Infrastructure Sharing	25
6.4	Impact on Transit Asset Management Schedules.....	25
6.5	Zero Emissions Ferries Transition.....	25
7	Decision Support.....	26
7.1	Overview.....	26
7.2	MTC Transit Capital Priorities	26
7.3	TAM Investment Prioritization Approach	29

MTC 2026 Regional Transit Asset Management Group Plan

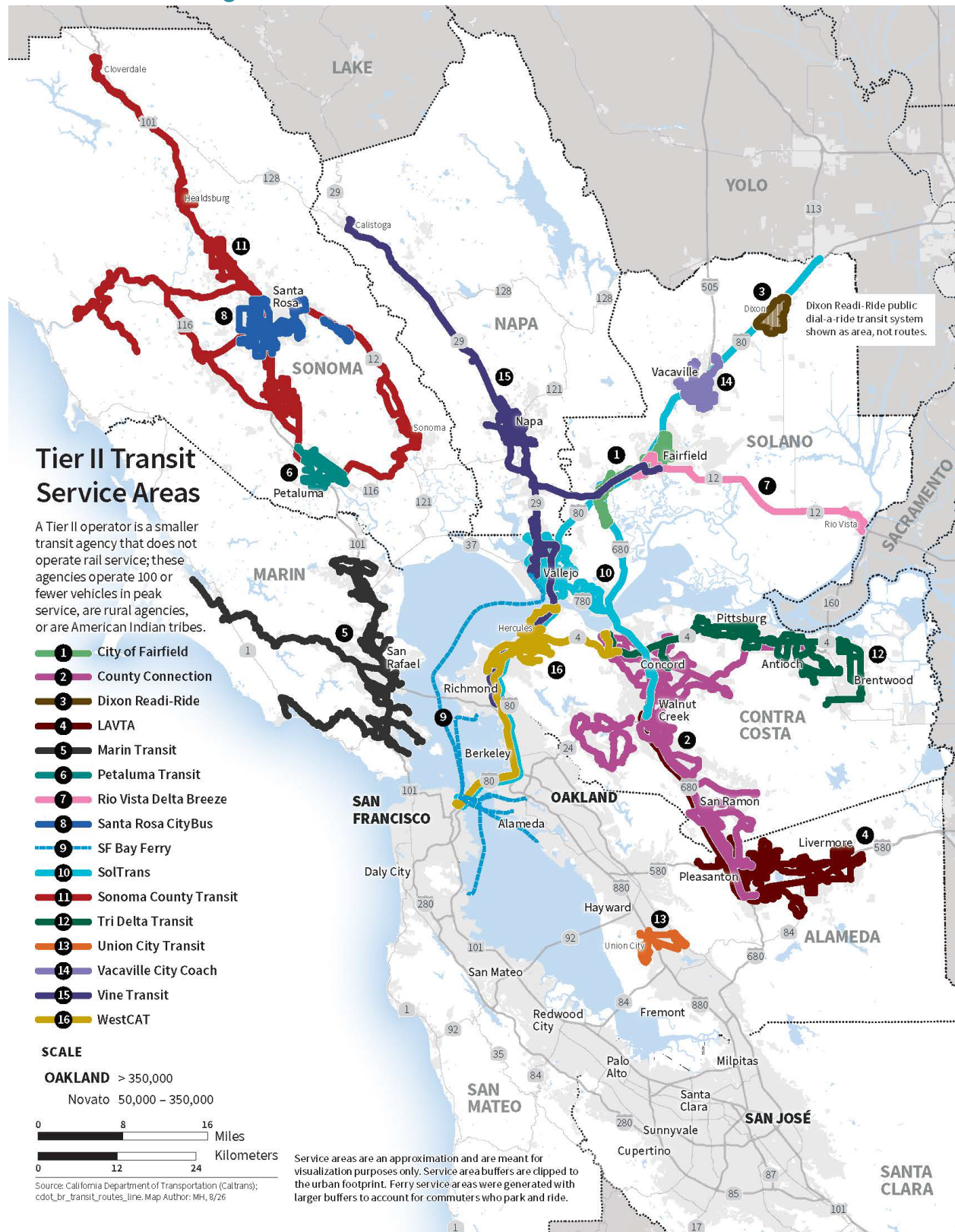
7.3.1	Vehicles.....	30
7.3.2	Equipment	30
7.3.3	Facilities.....	31
7.4	TERM Lite Analysis.....	32
7.4.1	Estimated Investment Needs	32
8	Investment Prioritization	34
9	Continuous Improvement.....	49
	Appendix A: U.S. 49 CFR Requirements	50
	Appendix B: Key Terms and Definitions.....	53
	Appendix C: Asset Inventory by Agency	55
	Revenue Vehicles	55
	Non-Revenue Vehicles	56
	Equipment.....	57
	Facilities	58
	Guideway (Non-Track)	59
	Appendix D: Useful Life Benchmarks.....	60
	Revenue Vehicles	60
	Non-Revenue Vehicles	61
	Appendix E: Transit Capital Priorities Scoring	62
	Appendix F: Investment Prioritization Templates	65
	Vehicles	65
	Equipment.....	66
	Facilities	67

1. Accountable Executives Statement

We approve this plan and the performance targets included in the plan. In addition, we affirm our commitment to delivering this Transit Asset Management (TAM) plan to ensure the delivery of safe, reliable, and cost-effective transit service to our customers throughout the San Francisco Bay Area region.

Operator	Accountable Executive	Title	Signature
Central Contra Costa Transit Authority	Bill Churchill	General Manager	
City of Dixon	Bruce Barrette	Public Works Director	
Eastern Contra Costa Transit Authority	Rashidi Barnes	Chief Executive Officer	
City of Fairfield	David Gassaway	City Manager	
Livermore Amador Valley Transit Authority	Christy Wegener	Executive Director	
Marin Transit	Robert Betts	General Manager	
Napa Valley Transportation Authority	Danielle Schmitz	Executive Director	
Petaluma Transit	Maria Arce	Transit Manager	
Rio Vista Delta Breeze	Brandon Thomson	Transit Manager	
San Francisco Bay Ferry	Seamus Murphy	Executive Director	 Seamus Murphy (Sep 23, 2026 06:08:33 PDT)
Santa Rosa CityBus	Dan Hennessey	Director, Transportation and Public Works	 Dan Hennessey (Aug 31, 2026 09:58:12 PDT)
Solano County Transit	Beth Kranda	Executive Director	
Sonoma County Transit	Emily Betts	Transit System Manager	
Union City Transit	Marilou Ayupan	Public Works Director	
Vacaville City Coach	Brian Oxley	Public Works Director	
Western Contra Costa Transit Authority	Rob Thompson	General Manager	

2. Plan Coverage Area



3. Introduction

3.1 Plan Overview

This Transit Asset Management (TAM) plan is sponsored by the Metropolitan Transportation Commission (MTC), the transportation planning, financing, and coordinating agency for the nine-county San Francisco Bay Area. It covers the following 16 Tier II¹ operators (hereafter referred to as the “group”) in the Bay Area region:

- Central Contra Costa Transit Authority (CCCTA) (County Connection)
- City of Dixon (Dixon Redit-Ride)
- Eastern Contra Costa Transit Authority (ECCTA) (Tri Delta Transit)
- City of Fairfield (FAST)
- Livermore Amador Valley Transit Authority (LAVTA) (Wheels)
- Marin Transit
- Napa Valley Transportation Authority (NVTA) (Vine Transit)
- Petaluma Transit
- Rio Vista Delta Breeze
- San Francisco Bay Ferry (SF Bay Ferry)
- Santa Rosa CityBus
- Solano County Transit (SolTrans)
- Sonoma County Transit
- Union City Transit
- Vacaville City Coach
- Western Contra Costa Transit Authority (WestCAT)

This plan is compliant with the TAM Final Rule (49 CFR Part 625) and covers the 2026–2030 planning horizon. This plan establishes the group’s process for improving the state of good repair of the region’s transit system and advancing its asset management practices.

The plan is organized into the following sections:

- Section 4: TAM Plan Guiding Principles describes the asset management principles that set the foundation for this plan.
- Section 5: Capital Asset Inventory summarizes the collective asset inventory of the group plan participants, including the performance and condition.
- Section 6: Asset Lifecycle Strategies describes the treatment activities that are performed on assets throughout their lifecycle to ensure they meet their expected useful life.

¹ The FTA defines a Tier II operator as an agency that “owns, operates, or manages either (1) 100 or fewer vehicles in revenue service during peak regular service across all non-rail fixed route modes or in any one non-fixed route mode, (2) a subrecipient under the 5311 Rural Area Formula Program, (3) or any American Indian tribe (625.5).”

- Section 7: Innovative Clean Transit Regulation describes California regulation requiring transit agencies to gradually transition to zero-emission bus fleets and its impact on transit asset management.
- Section 8: Decision Support describes the investment prioritization approach the operators are using to estimate capital investment needs over time and develop their list of priorities.
- Section 9: Investment Prioritization lists the projects to improve and manage the state of good repair of capital assets.
- Section 10: Continuous Improvement summarizes how MTC and operators are evaluating, updating, and advancing their transit asset management practices.

3.2 Plan Participants

The table below identifies the plan participants and their operating characteristics. The Tier II operators are collectively responsible for providing transit service throughout eight counties of the nine-county San Francisco Bay Area: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Solano, and Sonoma counties. While most operators provide fixed route and/or paratransit service, one operator provides deviated fixed route service (Rio Vista Delta Breeze), and one operator provides passenger ferry service (San Francisco Bay Ferry).

Operator	Modes	Service Area
Central Contra Costa Transit Authority	Bus (fixed route), paratransit	Concord, Pleasant Hill, Martinez, Walnut Creek, Clayton, Lafayette, Orinda, Moraga, Danville, San Ramon, and unincorporated communities in Central Contra Costa County
City of Dixon	Paratransit	Dixon city limits, ADA service to Davis and Vacaville
Eastern Contra Costa Transit Authority	Bus (fixed route), paratransit	Antioch, Brentwood, Oakley, Pittsburg and unincorporated communities in Eastern Contra Costa County
City of Fairfield	Bus (fixed route), paratransit	Fairfield and Suisun City
Livermore Amador Valley Transit Authority	Bus (fixed route), paratransit	Dublin, Pleasanton, Livermore, and surrounding unincorporated areas of Alameda County
Marin Transit	Bus (fixed route), paratransit	Eleven incorporated cities and towns (Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, Tiburon) and the unincorporated county
Napa Valley Transportation Authority	Bus (fixed route), paratransit, on-demand	Napa County
Petaluma Transit	Bus (fixed route), paratransit	Petaluma city limits

MTC 2026 Regional Transit Asset Management Group Plan

Rio Vista Delta Breeze	Bus (deviated fixed route)	Isleton, Rio Vista, Fairfield, Suisun City, Pittsburg/Bay Point BART Station, and Antioch with connections to Lodi
San Francisco Bay Ferry	Ferry	Provides service between Alameda, Oakland, San Francisco, South San Francisco, Richmond, and Vallejo
Santa Rosa CityBus	Bus (fixed route), paratransit	Santa Rosa city limits
Solano County Transit	Bus (fixed route), paratransit	Benicia, Vallejo, Suisun, Fairfield, Vacaville, Dixon, El Cerrito, Concord, North Concord, San Francisco
Sonoma County Transit	Bus (fixed route), paratransit	Cloverdale, Healdsburg, Windsor, Santa Rosa, Sebastopol, Rohnert Park, Cotati, Sonoma, Petaluma and surrounding Sonoma County unincorporated areas including the Sonoma Valley and Lower Russian River communities
Union City Transit	Bus (fixed route), paratransit	Union City city limits
Vacaville City Coach	Bus (fixed route), paratransit	Vacaville city limits
Western Contra Costa Transit Authority	Bus (fixed route), paratransit	Pinole, Hercules, and the unincorporated areas of Montalvin Manor, Bayview, Tara Hills, Rodeo, Crockett, and Port Costa

3.3 Federal TAM Requirements

As part of the Moving Ahead for Progress in the 21st Century (MAP-21) Act in 2012, the Fixing America's Surface Transportation (FAST) Act in 2015, and the Infrastructure Investment and Jobs Act (IIJA) in 2021, the FTA has enacted regulations for transit asset management that require transit service providers to establish asset management performance measures and targets, as well as develop a TAM plan.

The TAM Final Rule was published on July 26, 2016 and went into effect on October 1, 2016. The rule amended the United States (U.S.) Code of Federal Regulations (CFR) Title 49 Parts 625 and 630, which relate to TAM and the National Transit Database (NTD) respectively.

The TAM Final Rule distinguishes requirements between larger and smaller or rural transit agencies (Tier I versus Tier II agencies). The 16 group TAM plan participants are all Tier II providers, which is defined by the TAM Final Rule as an agency that “owns, operates, or manages either (1) 100 or fewer vehicles in revenue service during peak regular service across all non-rail fixed route modes or in any one non-fixed route mode, (2) a subrecipient under the 5311 Rural Area Formula Program, (3) or any American Indian tribe (625.5).”

3.3.1 State of Good Repair Performance Measures

The TAM Final Rule requires that transit agencies establish state of good repair (SGR) performance measures and targets for each asset class to convey condition information:

- Rolling Stock: percentage of revenue vehicles within a particular asset class that have met or exceeded their useful life benchmark
- Equipment: percentage of non-revenue vehicles that have met or exceeded their useful life benchmark
- Facilities: percentage of facilities with a condition rating below “3” on the TERM scale (scale of 1 to 5, with 5 being a facility in excellent condition)

3.3.2 TAM Plan Elements

Each Tier II provider must develop its own TAM plan or participate in a group TAM plan. A Tier II provider’s TAM plan or group TAM plan must include the first four elements below. See Appendix A for more information on how each section of this group TAM plan satisfies the U.S. 49 CFR 625 requirements:

Element	Description	Tiers Required
Inventory of Capital Assets	A register of capital assets and information about those assets	Tier I and Tier II
Condition Assessment	A rating of the assets' physical state; to be completed for assets an agency has direct capital responsibility for; should be at a level of detail sufficient to monitor and predict performance of inventoried assets	Tier I and Tier II
Decision Support Tools	An analytic process or tool that (1) assists in capital asset investment prioritization and/or (2) estimates capital needs over time	Tier I and Tier II

Investment Prioritization	A prioritized list of projects or programs to manage or improve the SGR of capital assets	Tier I and Tier II
TAM and SGR Policy	A TAM policy is the executive-level direction regarding expectations for transit asset management; a TAM strategy consists of the actions that support the implementation of the TAM policy	Tier I
Implementation Strategy	The operational actions that a transit provider decides to conduct, in order to achieve its TAM goals and policies	Tier I
List of Key Annual Activities	The actions needed to implement a TAM plan for each year of the plan's horizon	Tier I
Identification of Resources	A summary or list of the resources, including personnel, that a provider needs to develop and carry out the TAM plan	Tier I
Evaluation Plan	An outline of how a provider will monitor, update, and evaluate, as needed, its TAM plan and related business practices, to ensure the continuous improvement	Tier I

3.3.3 Reporting Requirements

The initial TAM plan was completed by October 1, 2018, and the TAM plan must be updated at least once every four years. MTC and the 16 Tier II operators completed a compliant second version of the TAM plan by October 2022. All agencies must complete a compliant third version of their TAM plans by October 2026. Amendments to the TAM plan may be undertaken at any time and should be initiated following any major change to the asset inventory, condition assessment, or investments. The TAM plan should also be updated following any change to prioritization processes affecting the timing of future projects.

In addition to the performance targets and TAM plan, the TAM Final Rule requires that two additional asset management reports be submitted to the NTD annually:

- 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.

MTC has coordinated annual submission of a regional A-90 form and narrative report to NTD since the completion of the 2018 plan. Operators continue to submit data reports to NTD as usual, except for the regional SGR performance targets and narrative report.

4 TAM Plan Guiding Principles

The Tier II operators have identified a set of guiding principles that set the direction for this TAM plan:

1. Maintain, update, and enhance the region's asset inventory to better invest in a state of good repair.
2. Monitor and improve the condition of the system by setting annual performance measures and targets and documenting the progress towards those targets.
3. Invest in a state of good repair based on a structured decision support framework to ensure available funds are spent where they are needed most.
4. Maintain a list of investment priorities that considers safety, accessibility, and available funding.

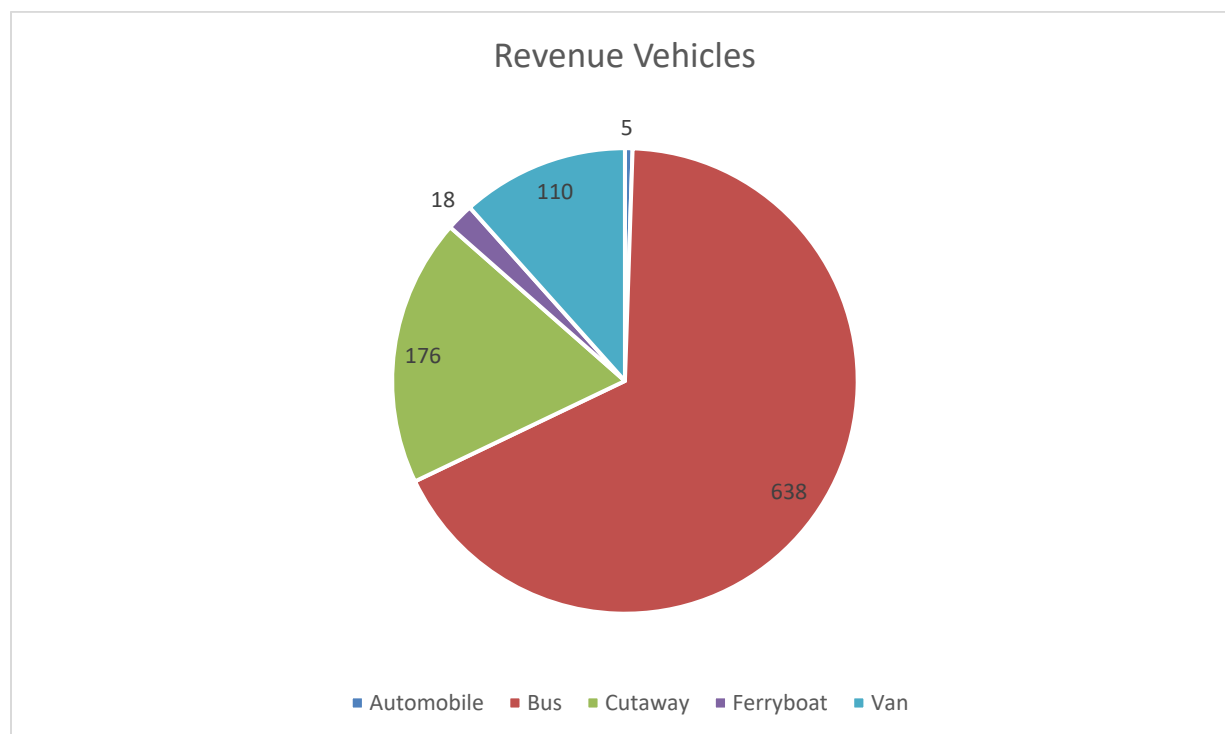
4.1 Transit Asset Management Approach and Vision

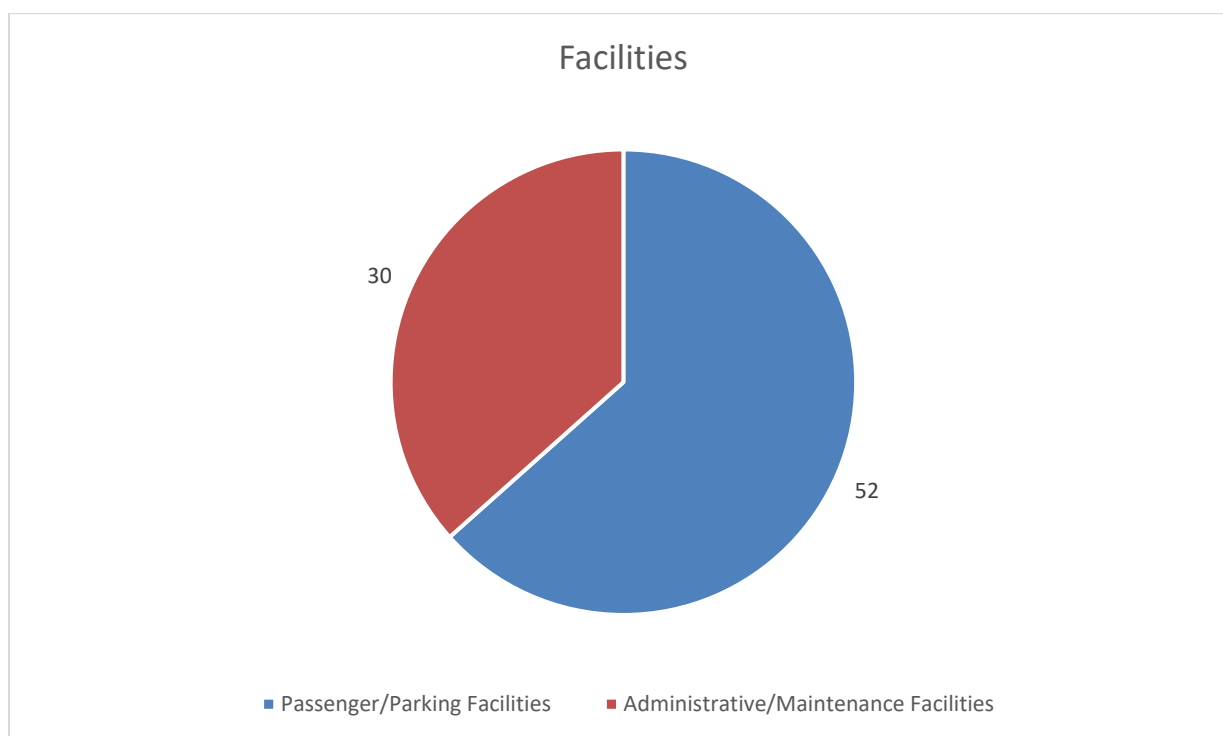
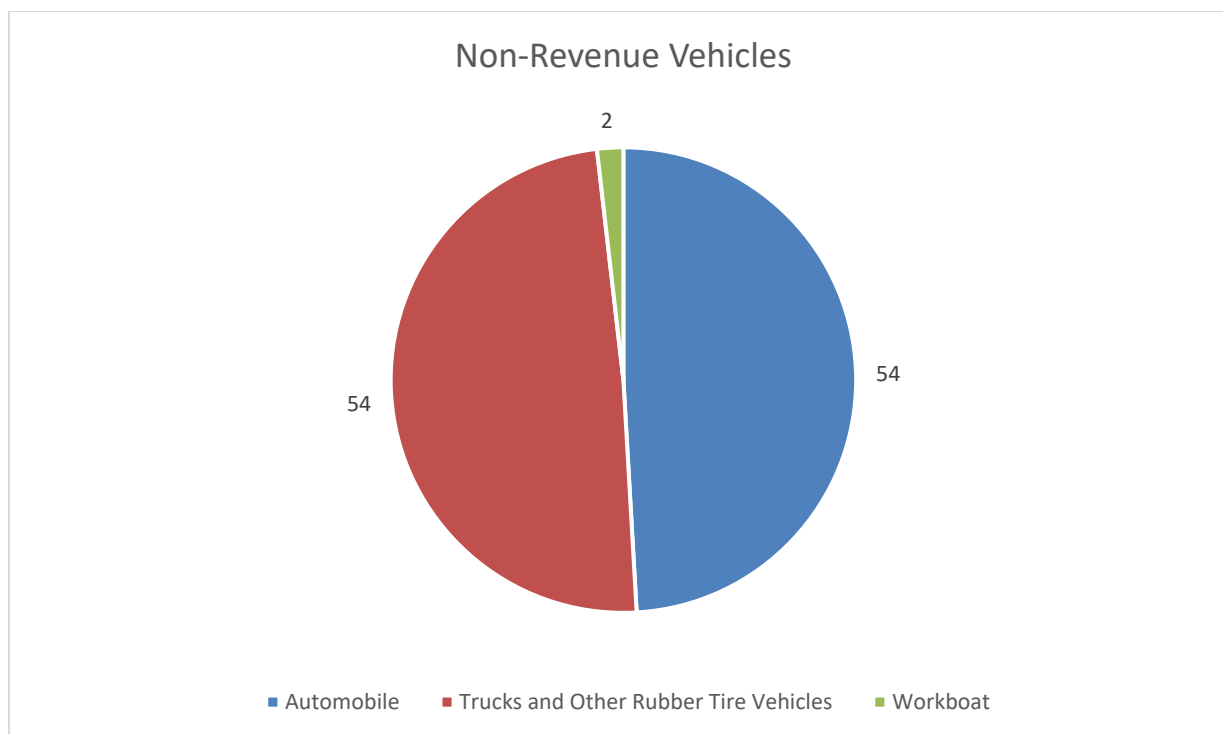
The operators' first and foremost priority is to provide safe, reliable, and cost-effective service to its customers. To do this, they will ensure assets are kept in a state of good repair and improve short and long-term planning to maximize the return on investment and get the most value out of their assets. Operators will prioritize scheduled maintenance activities (including planned preventive maintenance activities and inspections) to ensure their assets meet their expected useful life and work toward improving the timely replacement of assets (particularly as it relates to the provision of revenue service). This will improve the physical condition and performance of the transit system and minimize service disruptions.

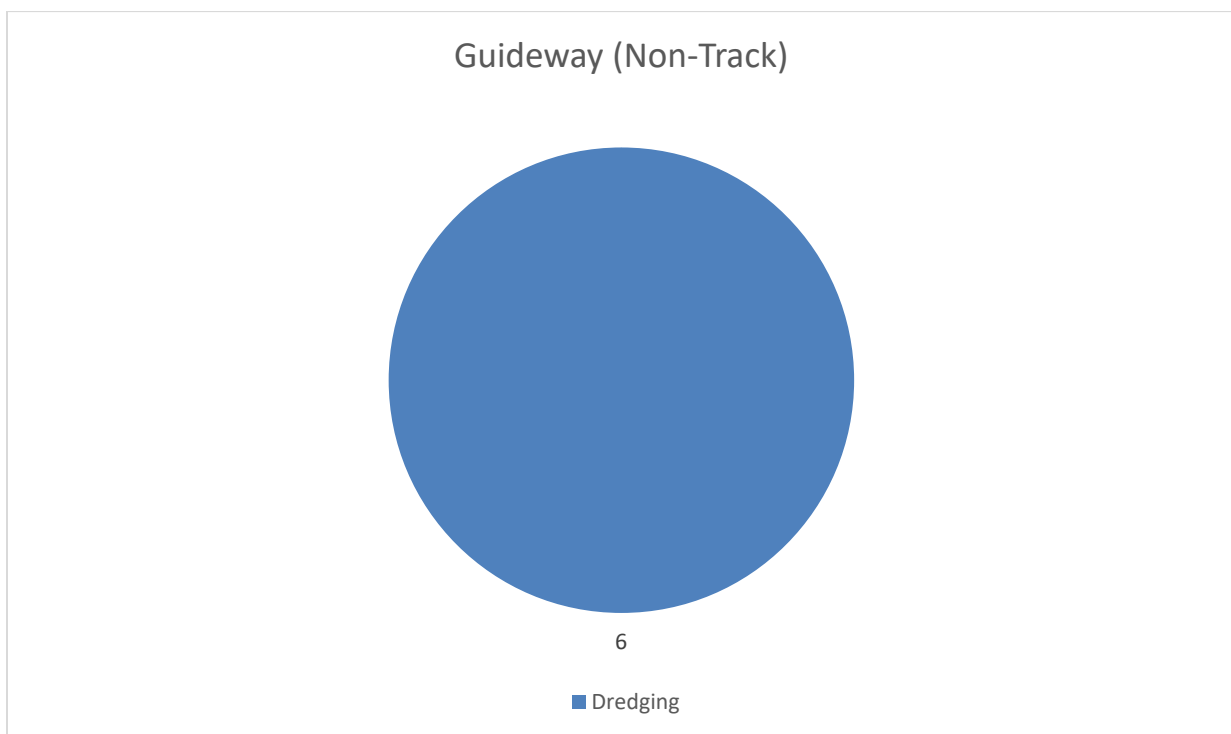
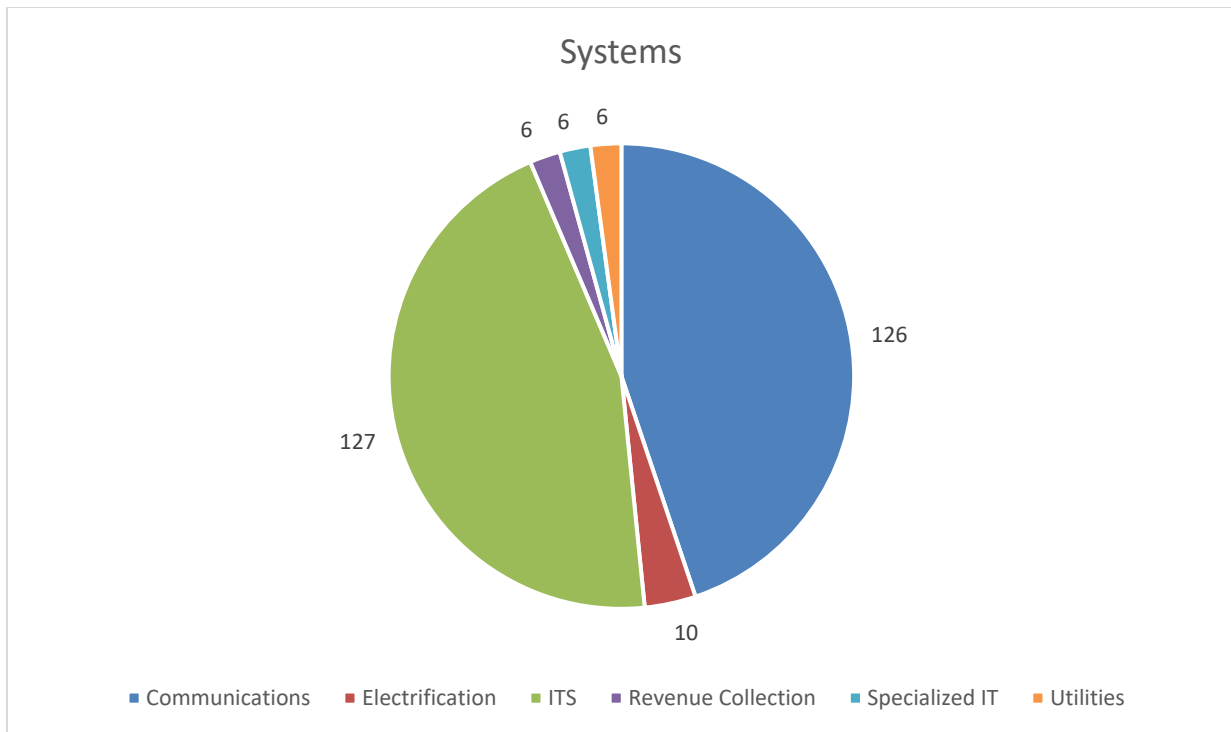
5 Capital Asset Inventory

MTC maintains a comprehensive regional database of transit assets owned by all Bay Area transit operators (including both Tier I and Tier II operators). The operators report their inventory data on an annual basis to MTC for updates to this database, commonly known as the Regional Transit Capital Inventory (RTCI). The objective of the RTCI is to collect consistent and comparable data on the region's transit capital assets and associated replacement and overhaul costs from each operator to inform future transit capital needs.

The collective asset inventory of the Tier II operators is summarized below. A more detailed inventory by operator is provided in Appendix C. This inventory reflects a snapshot at the time of the development of this TAM plan.







5.1 Ownership and Responsibility

Most Tier II operators outsource their maintenance and operations work to a vendor, but there are a few operators that perform at least some of the work in-house by agency staff. The table below summarizes maintenance and operations responsibility at each agency.

Agency	Operations and Maintenance Responsibility
Central Contra Costa Transit Authority	Operations and maintenance of vehicles are performed by agency staff.
City of Dixon	Approximately 98% of all maintenance work (for revenue vehicles, equipment, and facilities) is performed by an outside vendor.
Eastern Contra Costa Transit Authority	Operations of fleet is contracted to a vendor while fleet maintenance is conducted by agency staff. Facility maintenance is performed at the discretion of the Chief Operating Officer and Procurement, depending on the task and equipment maintenance is conducted by agency staff.
City of Fairfield	About 85% of maintenance work on revenue vehicles, non-revenue vehicles, and equipment is performed in-house by the City's Vehicle Maintenance department. About 95% of the work for facilities is contracted to outside vendors. Operations is contracted to a private contractor, MV Transportation.
Livermore Amador Valley Transit Authority	Operations and maintenance of vehicles and facilities are contracted out. For facilities, while the operations and maintenance contractor oversees the work and performs some of it, they hire plumbers, electricians, etc. when needed.
Marin Transit	Agency uses purchased transportation contractors and relies on the providers for all revenue vehicle maintenance work; transit service is intertwined with Golden Gate Bridge, Highway and Transportation District since Marin Transit contracts with the agency for some of its fixed route service, and they contract with Marin Transit for the provision of demand response. Maintenance work on facilities is contracted out to a vendor.
Napa Valley Transportation Authority	Agency uses a purchased transportation contractor to operate all five of its public transit services and relies on the provider to determine maintenance needs; vehicle maintenance is provided by the same purchased transportation contractor and facility maintenance is divided between NVTa and the contractor.
Petaluma Transit	Approximately 95% of fleet maintenance and repair work (for revenue and non-revenue vehicles) is contracted to outside vendors with the remainder provided by Petaluma Transit staff; ~80% of facility maintenance and repair work is contracted to outside vendors with the remainder performed by staff.

Rio Vista Delta Breeze	Solano Transportation Authority manages the operation of Delta Breeze through a contract with the City of Rio Vista.
San Francisco Bay Ferry	All maintenance work (for revenue and non-revenue vehicles, equipment, and facilities) is contracted to a vendor.
Santa Rosa CityBus	All maintenance work for fixed-route and non-revenue vehicles is done in-house by the City of Santa Rosa Fleet Services. Paratransit vehicle maintenance is contracted to the vendor. Facility maintenance is performed by the City of Santa Rosa Facilities Maintenance and contractors as needed.
Solano County Transit	All vehicle maintenance work for fixed-route, paratransit, and non-revenue vehicles is contracted out. Facility maintenance is performed by SolTrans' General Services department and contractors as needed.
Sonoma County Transit	Maintenance work for revenue and non-revenue vehicles is performed by a contractor; equipment and facility maintenance is contracted to various vendors.
Union City Transit	Operations and maintenance of vehicles are contracted out; ~50% of facility maintenance is performed by a contractor.
Vacaville City Coach	The City's fleet section within the Public Works department maintains all transit vehicles, although some work is occasionally contracted out to a vendor due to time and/or specialized processes/tools required; facilities and equipment maintenance is also conducted by agency staff.
Western Contra Costa Transit Authority	Operations and maintenance of vehicles and facility maintenance are contracted out but performed under the direction of the agency's IT, Facility, and Fleet Manager.

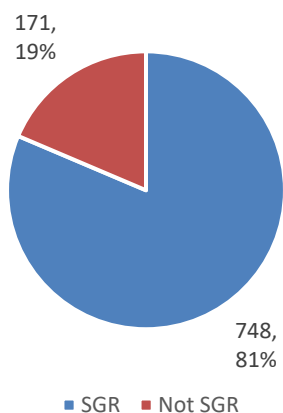
5.2 Performance and Condition

5.2.1 State of Good Repair Summary

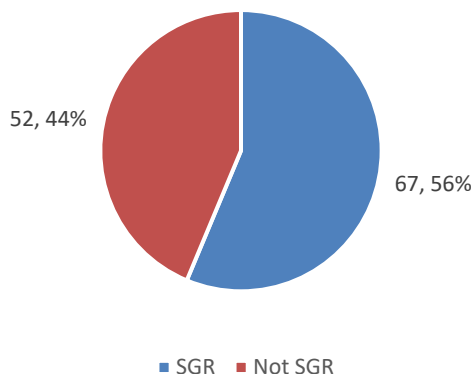
The figures below summarize the overall state of good repair of rolling stock, non-revenue vehicles, and facilities, using the performance measures and targets discussed in Section 5.2.2, Performance Measures and Targets.

MTC 2026 Regional Transit Asset Management Group Plan

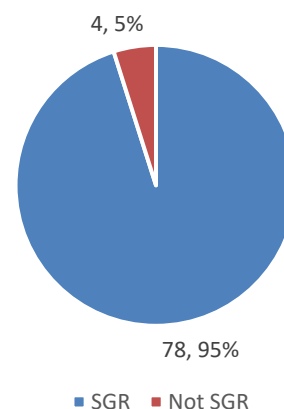
Revenue Vehicles



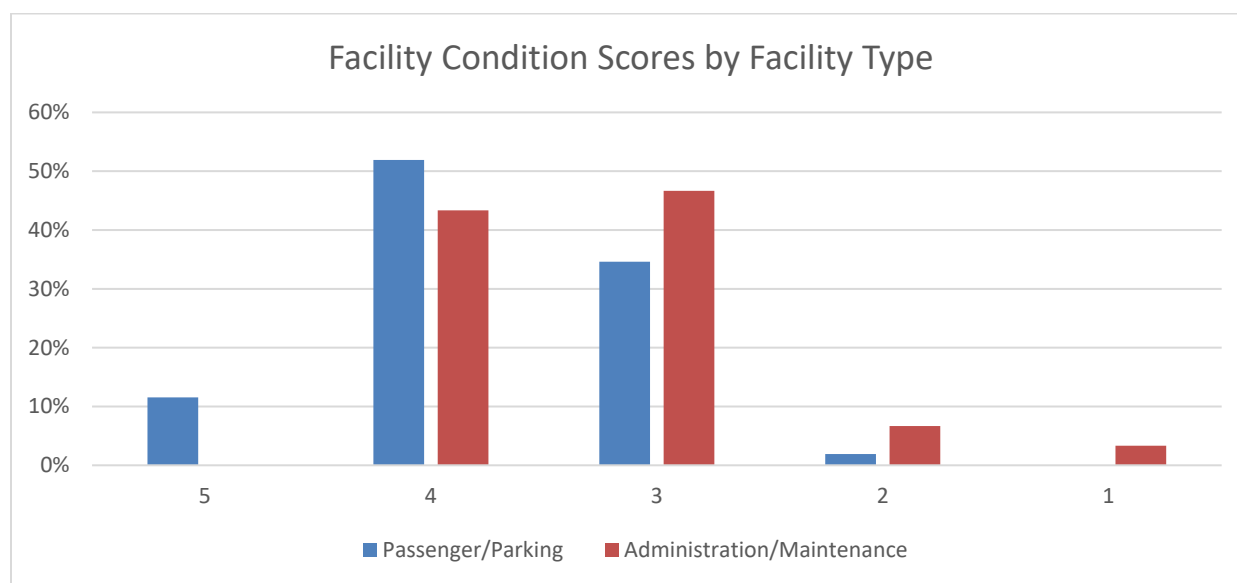
Non-Revenue Vehicles



Facilities



Around 81% of revenue vehicles are in a state of good repair, while 56% of non-revenue vehicles are in a state of good repair, and 95% of facilities are in a state of good repair. Facility state of good repair is based on a facility condition score, with a score of 1 to 5 indicating the overall condition of a facility. The figure below shows the number of facilities that fall into each score.



5.2.2 Performance Measures and Targets

The condition of the Tier II operators' assets is calculated based on age (revenue vehicles, non-revenue vehicles) and physical condition (facilities).

MTC 2026 Regional Transit Asset Management Group Plan

The Tier II operators have calculated their performance measures against performance targets that MTC has set for Fiscal Year (FY) 2026. The target setting process for FY 2027 is currently underway, and those performance targets will be submitted to NTD. The performance measures and targets are summarized in the table below. These performance measures are calculated based on the inventory that was current at the time of the development of this TAM plan. These performance measures will be updated as operators finalize their inventories for submission to the NTD.

Revenue Vehicles		
Vehicle Type	2025 Performance (%)	2026 Target (%)
AO - Automobile	100.00	15.00
BR - Over-the-road Bus	5.61	2.90
BU - Bus	23.19	14.14
CU - Cutaway	65.61	20.95
DB - Double Decker Bus	0.00	0.00
FB - Ferryboat	16.67	11.11
MV - Minivan	52.63	54.55
VN - Van	19.05	28.40
Non-revenue vehicles		
Vehicle Type	2025 Performance (%)	2026 Target (%)
Automobiles	62.62	30.95
Trucks and other Rubber Tire Vehicles	36.24	20.23
Facilities		
Facility Type	2025 Performance (%)	2026 Target (%)
Passenger / Parking Facilities	1.75	13.37
Administrative / Maintenance Facilities	9.84	24.06

For revenue vehicles and equipment (i.e., non-revenue service vehicles), performance measures were calculated based on useful life benchmarks (ULBs), which can be found in Appendix D. Agencies have set their own ULBs; they are based on the default ULBs identified in MTC's Transit Capital Priorities (TCP) process (which is used to distribute federal transit formula funds), and adjusted to reflect the expected ULBs by each agency (see Section 6: Decision Support, for a description of the TCP process) based on when assets are actually being retired.

The facility performance measures are based on the most recent physical condition assessments conducted by Tier II operators on all the facilities for which operators have direct capital responsibility. Facility condition assessments are conducted every four years at a minimum. The facility performance measures were calculated using a weighted average; for each facility, operators assigned percentages to each primary level facility element (based on both replacement value and criticality) to calculate an overall facility score.

Performance targets for each asset class were set by MTC based on the individual targets that operators set in 2025. This target setting was based on what agencies can realistically achieve given expected funding levels in future years. The targets have been approved by each operator's Accountable Executive.

Since operating conditions in the Bay Area are often ideal (i.e., temperate weather) and Tier II operators operate less mileage and carry less volume than the Tier I operators in the region, many Tier II operators can keep their assets running safely beyond their planned ULB (e.g., running a bus for 16 years instead of the FTA default ULB of 14 years). Agencies use the ULBs for planning purposes, and some operators replace their assets only when required (rather than when they reach their ULB) to be good stewards of public funds.

In addition, when operators purchase replacement vehicles, there is a two-year procurement period before those replacement vehicles are placed in service. Many vehicles that have exceeded their ULB in the performance measures will be retired soon, pending the delivery of replacement vehicles.

5.2.3 Equipment (>\$50,000) Condition

While performance measures and targets are not required (for NTD reporting) for equipment that have an acquisition value of >\$50,000 (excludes non-revenue service vehicles), the condition of the equipment needs to be included in the TAM Plan, since the Final Rule requires operators to report on the condition of all inventoried assets for which providers have direct capital responsibility.

The condition of this equipment is summarized in the table below. While about half of all equipment has exceeded their useful life (143 out of 281, or 51%), this equipment is still safely performing as intended and will be replaced as funding becomes available.

Equipment Type	Quantity	ULB	# of Equipment that Meet or Exceed ULB	% of Equipment that Meet or Exceed ULB
Communications	126	5, 7, 15, 20	8	6%
Electrification	10	12, 25, 30	0	0%
Information Technology (IT)	127	5, 10, 12	123	97%
Revenue Collection	6	5, 10, 12, 30	4	67%
Specialized IT	6	5, 6, 10	6	100%
Utilities	6	20	2	33%

Asset Lifecycle Strategies

This section is not required for the Tier II operator group TAM plan but has been included as best practice.

This section discusses the key asset management practices that agencies are using throughout the asset lifecycle. These strategies set out the approach for managing each asset class to ensure assets remain in a state of good repair and meet their planned useful lives.

5.3 Lifecycle Management Strategies

5.3.1 Bus Asset Lifecycle Strategies

Most operators are retiring their buses at the end of their useful life (per the minimum useful life requirements outlined in the TCP process, which are applicable to both Tier I and Tier II operators in the Bay Area). The table below contains the TCP policy minimum useful lives for assets.

Mode	TCP Minimum Useful Life
Heavy-Duty Buses, other than Over-the-Road-Coaches ²	12 years (or 500,000 miles in service)
Over-the-Road-Coaches ²	14 years (or 500,000 miles in service)
Medium-Duty Buses ²	10 years (or 500,000 miles in service)
Van	4, 5, or 7 years, depending on type
Heavy/Steel Hull Ferries ³	30 years
Lightweight/Aluminum Hull Ferries	25 years
Used Vehicles	Varies by type
Tools and Equipment	10 years
Service Vehicle	7 years
Non-Revenue Vehicle	7 years
Facility	Varies by facility and component replaced

In some cases, operators have adjusted the TCP minimum useful lives based on experience and knowledge of their assets' operational capacity and environment (e.g., adjusting the useful life for buses from 12 to 14 years given operating conditions). As described previously, since many of the Tier II operators operate less mileage and carry less volume than the Tier I operators, they can run their vehicles longer. If operators voluntarily replace buses or vans beyond the minimum federally eligible useful life specified above (because the buses are still able to provide safe and reliable service), they are eligible for either of two financial compensations:

- Operators receive all of the savings, but need to apply the savings to capital replacement and rehab projects

² (or an additional 5 years for buses rehabilitated with TCP funding)

³ (or an additional 20 years for ferries rehabilitated with TCP funding)

- Operators receive half of the savings to the region created by later replacement of vehicles, which may be programmed to lower scoring eligible projects

Some operators have taken advantage of this compensation for deferred replacement and have used the savings toward preventive maintenance, facility improvements (e.g., landscaping, security cameras, paving), and vehicle upgrades (e.g., upgrading 40-foot buses to 45-foot buses). More information about the TCP is available in [MTC's Resolution No. 4444](#).

Some operators have fleet maintenance plans that describe inspections and preventive maintenance activities and programs performed on their fleet. More information can be found in plans such as:

- *CCCTA Fleet Maintenance Plan (2020)*
- *Dixon Redit-Ride Maintenance Plan (2021)*
- *ECCTA Vehicle Maintenance Plan (2025)*
- *Fairfield Fleet Management Plan (2026)*
- *LAVTA Vehicle Maintenance Plan (2024)*
- *NVTA Fleet Maintenance Action Plan (2025)*
- *Santa Rosa CityBus Vehicle Maintenance Plan (2025)*
- *Union City Transit Maintenance Plan (2021)*

All operators place an emphasis on regular inspections of all vehicles and performing preventative maintenance at regular intervals to maximize the performance, availability, and longevity of their fleets. Safety is also a key part of all operators' lifecycle strategies, and operators take immediate necessary steps to ensure that fleet vehicles are safe to operate in revenue service. Aside from regular preventive maintenance activities, most operators are not performing any major overhauls on their buses; this is largely due in part to the low mileage that the buses incur over their lifetime (as compared to the Tier I operators in the region). However, some operators may perform major overhauls as needed, where vehicles have deteriorated to a point where replacement of a few components is not sufficient to restore reliable service or appearance.

As operators incorporate zero-emission buses, these maintenance plans will be updated accordingly.

5.3.2 Ferry Lifecycle Strategies

Since ferries are longer-life assets, they undergo periodic rehabilitation to ensure they meet their planned 25-year useful life. Ferries may undergo the following types of rehabilitation and refurbishment:

- **Major component rehabilitation/replacement:** Major component rehabilitation/replacement life-cycles can include propulsion systems, navigation systems, onboard monitoring and alarm systems, interior components, and boarding apparatus. The need for this type of rehabilitation is often cyclical and can be planned. For example, engine overhauls are generally required every 12,000 hours of operation. Other major component work, including rehabilitation/retrofit of passenger amenities, is determined by a preventative maintenance program and inspection process.

- **Quarter-life refurbishment:** A quarter-life repower/refurbishment is scheduled when a ferry reaches 6.5 years of service life, and includes major dry-docking, overhauls to drive train running gear, passenger cabin refurbishment, and HVAC and main engine overhaul work.
- **Mid-life refurbishment:** A mid-life repower/refurbishment is scheduled when a ferry reaches 12.5 years of service life. Ferries are repowered at mid-life in order to provide for continued safe and reliable operation. This work generally includes replacement of major vessel systems, such as engines, electronics, propulsion systems, and refurbishment of the passenger cabins, as well as sandblasting and repainting vessels.
- **End-of-life repower/refurbishment:** End-of-life repower/refurbishment may be undertaken to keep vessels operational beyond their typical useful lives of 25 years. End-of-life work activities are the same as quarter-life activities, except that the main engine is replaced rather than overhauled. Equipment service hours and specific vessel needs may affect the timing of the repower/refurbishment projects.

All ferries will always be maintained and kept in compliance with United States Coast Guard (USCG) regulations. USCG vessel inspection criteria will be used to inspect all vessel equipment and operating status and will be conducted on an annual basis. Dry-dock inspections will be conducted on a biennial basis per USCG regulations. All OEM scheduled service will be completed within 10% of the manufacturer's recommended intervals. It is the intent to include all the equipment manufacturer's recommended services. Exceptions can be approved in times of vessels offline, in drydock, or out of service as these may result in gaps in the PMP reporting features.

For more information, refer to SF Bay Ferry's *Preventive Maintenance Plan (2021)*.

5.3.3 Facility Lifecycle Strategies

Several operators have facility maintenance plans in place to effectively manage maintenance of the facility and ensure it meets its planned useful life. The specific inspection activities, checklists, and schedules can be found in plans such as:

- *CCCTA Facility Maintenance Plan (2022)*
- *ECCTA Facility Maintenance Plan (2021)*
- *Fairfield Facility and Equipment Maintenance Plan (2026)*
- *LAVTA Facility Maintenance Plan (2024)*
- *NVTA Bus Operations and Maintenance Schedule Log (2026)*
- *NVTA Soscol Gateway Transit Center Facilities Maintenance Plan (2019)*
- *Santa Rosa CityBus Transit Facilities Maintenance Plan (2025)*
- *SF Bay Ferry Preventive Maintenance Plan (2021)*
- *Sonoma County Transit Maintenance Plan (2020)*
- *Vacaville City Coach Facilities, Vehicles and Equipment Maintenance Plan (2024)*

Operators emphasize the importance of regular inspections and preventative maintenance in order to maintain and improve the condition of their facilities and ensure that facilities can continue to serve their passengers, as well as continue to support fleet maintenance and

administration of the agency. Much of the major work conducted on facilities is based on discussions with agency staff and contractor's hands-on knowledge of their assets.

6 Innovative Clean Transit Regulation Impact on Transit Asset Management

This section is not required for the Tier II operator group TAM plan but has been included as best practice.

6.1 Overview

Beginning in 2023, the California Air Resources Board (CARB) Innovative Clean Transit (ICT) regulation requires small transit agencies to gradually transition to a 100% zero-emission bus (ZEB) fleet. Agencies were required to submit a ZEB Rollout Plan, and beginning in 2029, 100% of new purchases by all transit agencies must be ZEBs, with a goal for full transition by 2040.

The ICT regulation includes the following elements:

- A ZEB Rollout Plan required from each transit agency, approved by its Board, to show how it is planning to achieve a full transition to zero-emission technologies by 2040. Small transit agencies, including all agencies in this TAM plan, were required to submit their [rollout plan](#) by July 1, 2023;
- ZEB purchase requirements with various exemptions and compliance options to provide safeguards and flexibility to transit agencies;
- Low NOx engine purchases, unless the transit buses are dispatched from NOx Exempt areas;
- Use of renewable diesel or renewable natural gas for large transit agencies; and
- Reporting and record keeping requirements.

The schedule for compliance is below:

Year	ZEB Percentage of Total New Bus Purchases
2026	25%
2027	25%
2028	25%
2029+	100%

This regulation has a major impact on all transit operators' procurement schedules. Many operators have significant concerns about the financial impact and changes to transit capital planning it will cause.

The CARB regulation provides pathways for exemptions to address circumstances beyond a transit operator's control, including financial difficulties in procuring ZEBs, delays in construction or infrastructure, and other reasons. To date, no operator under this plan has requested an exemption, but it is anticipated that some may in the coming cycle. State funding for ZEBs through the Transit and Intercity Rail Capital Program (TIRCP) and Low Carbon Transit Operations Program (LCTOP) is expected to decrease, placing larger financial impacts on operators. Changing federal discretionary funding priorities also reduces the amount of funding available for the ZEB transition.

6.2 Infrastructure Needs

The transition to ZEBs will come with major changes to facilities and related infrastructure. While many operators have fueling facilities today, these facilities will be phased out in favor of electric charging facilities in many cases, and alternative fueling infrastructure in other cases, to support the new fleets. This transition will come with a significant change to their capital asset inventory.

6.3 Infrastructure Sharing

The 16 operators in this TAM plan cover a large area across the Bay Area region, but many of these operators serve similar areas, especially in the North Bay and East Bay. This could provide an opportunity for these operators to share ZEB infrastructure between themselves, hence decreasing capital costs. Based on MTC's [Regional Zero Emission Transition Transit Study \(2024\)](#), most bus operators continue to indicate a preference for depot-based charging and fueling for operational purposes.

6.4 Impact on Transit Asset Management Schedules

With the transition to ZEBs, there is potential for Transit Asset Management schedules to be impacted because as discussed previously, procurements of ZEBs are currently substantially more expensive than diesel or diesel hybrid buses, new ZEB and ZEB infrastructure assets have different maintenance needs, existing service levels may require different fleet compositions, among other reasons.

6.5 Zero Emissions Ferries Transition

While ferries are not covered under the ICT, they are covered under the CARB Commercial Harbor Craft (CHC) Regulation, as adopted in 2008 and last amended in 2022. The CHC regulation imposes standards on ferry emissions. CHC compliance can include an [Alternative Control of Emissions \(ACE\) plan](#), which SF Bay Ferry has had approved. SF Bay Ferry is committed to operating the cleanest vessels possible and is underway in shifting 20% of the vessel fleet to zero emissions by 2035. The cost of these improvements has been evaluated through the [Zero-Emission Study](#). Aside from the cost of the vessels themselves, significant investment will be needed to equip ferry terminals with shoreside charging infrastructure to support a high-volume, high-frequency system.

7 Decision Support

7.1 Overview

Agencies are currently using a range of approaches to identify and prioritize their annual needs. Typically, activities are identified using information from the maintenance staff such as maintenance history, reliability of the asset, and the age of the asset. Agencies then consider the funding sources available to them and then request funding from MTC for a list of projects; the availability of funding via the TCP is dependent on each agency's urban area and, if there are other operators in that urban area, the type of project for which the funding is needed.

MTC, in partnership with the region's transit operators, developed the TCP Process and Criteria to distribute formula funding to ensure that limited federal transit dollars go towards projects that are the most essential to the region and consistent with the region's current long-range Regional Transportation Plan. The TCP establishes the criteria for programming:

- Federal Transit Administration (FTA) Sections 5307 Urbanized Area Formula, 5337 State of Good Repair, and 5339(a) Buses & Bus Facilities formula funds apportioned to the San Francisco Bay Area starting in FY 2020-21,
- Federal Highway Administration STP and CMAQ funds dedicated to Transit Capital Rehabilitation and Transit Priorities projects by the One Bay Area Grant Program,
- Bridge tolls and other regional revenues dedicated to transit capital projects by the Core Capacity Challenge Grant Program (CCCCP) (MTC Resolution 4123), and
- Proceeds of financing required to advance future FTA or STP/CMAQ revenues to fund annual TCP or CCCCCP programs of projects.

In order to receive federal transit funding, operators must participate in the Transit Capital Priorities (TCP) process, which considers all projects eligible for federal transit dollars in score order (see Appendix E: Transit Capital Priorities Scoring for more on score order), with an emphasis given to the most essential projects that replace and sustain the existing transit system capital plan. Since the process primarily funds replacement projects, it has some influence on how operators prioritize their investments.

This section also presents an investment prioritization approach that operators will use moving forward to prioritize investments related to the management of their assets (although they will continue to use the TCP process to apply for formula funds) and a description of the TERM Lite analysis that was conducted to establish near- and long-term needs.

7.2 MTC Transit Capital Priorities

Most of the Tier II operators participate in MTC's TCP process, which has three primary objectives:

- **Fund basic capital requirements**, with an emphasis given to the most essential projects that replace and sustain the existing transit system capital plan. The operators are expected to fund routine and preventive maintenance to achieve the expected life of an asset, while MTC considers funding for overhauls on long-life assets to exceed the expected life.

- **Maintain reasonable fairness to all operators**, which will be based on the total funding available to each operator over a period of time, the level and type of service provided, timely obligation and disbursement of prior year grants, and other relevant factors.
- **Complement other MTC funding programs for transit**, including the Surface Transportation Program (STP), Congestion Mitigation and Air Quality (CMAQ) funds, and State Transportation Improvement Program (STIP) funds.

The TCP process scores projects (on a scale from 8 to 17) submitted by operators based on project categories (revenue vehicle replacement, revenue vehicle rehabilitation, etc.). Once projects are scored, a draft preliminary program is reviewed internally by MTC staff and shared with the operators via the Transit Finance Working Group (TFWG) before it is finalized and presented to the Commission for approval. The project scores are provided in Appendix E. The TCP is the primary source of capital funding for most Tier II operators.

Since multiple operators are eligible to claim funds in more than one urbanized area, the TCP uses the Regional Priority Programming Model to establish funding priority for apportioning high-scoring capital projects (per the process described above) to eligible urbanized areas. Bolded operators in the table below only receive funding from that urbanized area.

Urbanized Area	Eligible Transit Operators
San Francisco–Oakland	AC Transit, ACE, BART, Caltrain, GGBHTD, Marin Transit , SamTrans, SF Bay Ferry , SFMTA, SMART, Union City Transit , WestCAT
San Jose	ACE, Caltrain, VTA
Concord–Walnut Creek	BART, CCCTA , LAVTA
Antioch	BART, ECCTA
Livermore–Pleasanton–Dublin	ACE, BART, LAVTA
Santa Rosa	GGBHTD, Santa Rosa CityBus , SMART, Sonoma County Transit
Vallejo	NVTA on behalf of American Canyon , Solano County Transit ⁴
Fairfield	FAST
Vacaville	Vacaville City Coach
Napa	NVTA
Gilroy–Morgan Hill	Caltrain, VTA
Petaluma	GGBHTD, Petaluma Transit , Sonoma County Transit

⁴ SolTrans receives 99% of the UZA allocation; Napa Vine on behalf of American Canyon receives only a very small amount of ADA set aside funds.

This Regional Priority Programming Model (RPPM) assumes a regional programming perspective and constrains regional capital demand to the amount of funds available to the region prior to apportioning projects to urbanized areas (UZAs). The model programs funds in the following order:

1. Fund operators that are the exclusive claimant in a single UZA (e.g., FAST)
2. Fund projects for operators that are restricted to receiving funds in one urbanized area (e.g., CCCTA)
3. Fund balance of operator projects among multiple urbanized areas, as eligibility allows, with the objective of fully funding as many high-scoring projects as possible
4. Reduce capital projects proportionately in urbanized areas where need exceeds funds available
5. Fund lower-scoring projects (additional programming flexibility) to operators in urbanized areas where apportionments exceed project need

Since both Tier I and Tier II operators are claiming funds in urbanized areas where other operators are also eligible, all operators primarily claim TCP funds for vehicle replacement (score 16) and vehicle rehabilitation (score 16).⁵ As a result, operators can end up with insufficient funding for other needs that operators deem critical that are scored lower in the project ranking, such as safety (score 15), facility maintenance and replacement (score 13), preventive maintenance (score 9), and operations (score 8).

In addition to project scoring, the TCP also utilizes multi-county agreements for UZA apportionments. The TCP recognizes three specific agreements, only one of which applies to two Tier II operators: Santa Rosa CityBus, Sonoma County Transit, and Sonoma-Marin Area Rail Transit District (SMART) apportion Santa Rosa UZA funding in accordance with an agreement first in effect for FY2020 funds. The portion of FTA 5307 funds within the Santa Rosa UZA to be divided by the City and the County is the prior year's subtotal apportioned to those two operators, modified by the same rate as the modification to the FTA 5307 funds nationwide (e.g., a 2% increase). That modified amount is divided between the two operators per the agreement in effect starting in FY2014 (58% Santa Rosa CityBus and 42% Sonoma County). The portion of the appropriated funds not divided by Santa Rosa and Sonoma County is distributed to SMART. This agreement also means that Santa Rosa CityBus and Sonoma County Transit are not subject to the RPPM or the scoring matrix in terms of their programming.

Some operators do not receive FTA Section 5307, 5337, or 5339(a) funds, including Dixon Redit-Ride and Rio Vista Delta Breeze. These operators receive most of their funds from the Transportation Development Act (TDA), which allowed each county to establish a quarter-cent sales tax to finance a range of transportation projects (i.e., transit operations, bus and rail projects, special transit services for disabled riders, pedestrian and bicycle facilities, and transportation planning). Other operators receive TDA funds in addition to TCP funds;

⁵ Vehicle rehabilitation is considered a score 16 only if it extends the useful life of the vehicle.

operators have full discretion over the use of TDA funds (they can be used for both capital projects and transit operations). Many operators use TDA funds for operations.

The TCP reflects the Commission's regional priorities in a constrained environment. Because the TCP is a funding allocation process, it has some influence on how operators prioritize their investments and the capital planning process. This is because funding availability is a key consideration for prioritizing investments and can affect which projects an agency is able to move forward with, especially when funding sources can dictate what types of projects the funds can be used for. Agencies depend on the formula funding allocated through the TCP program for vehicle replacements to keep service running. For agencies that receive a significant amount of their capital and/or maintenance funding from the TCP process, the TCP programming can affect whether a project is undertaken.

7.3 TAM Investment Prioritization Approach

This section discusses the investment prioritization approach that the Tier II operators will use to consistently prioritize projects/TAM activities to maintain the system in a state of good repair going forward and achieve a low total cost of ownership, regardless of the funding source of those projects.

The investment prioritization approach prioritizes scheduled maintenance activities, followed by planned overhauls (i.e., activities to achieve the expected life of an asset), and replacement. Planned overhaul activities include any mid-life overhauls for buses, such as engine overhauls; ferry propulsion system or major component replacements; and major component replacements on facilities. The approach prioritizes overhauls of customer-serving facilities (i.e., passenger facilities) among all facilities. Only a handful of operators are currently conducting planned overhauls on their assets; planned overhauls generally apply to longer life assets.

The scheduled maintenance and overhaul activities enable operators to get to the planned useful life from their assets, thus reducing the total cost of ownership. When the asset is due for replacement based on its planned useful life, operators will use a set of evaluation criteria to establish replacement priorities. These criteria include the following:

- Safety
- Impact to service and operators (reliability)
- Maintenance
- Age
- Condition

Each asset class has its own set of evaluation criteria, and operators will evaluate the criteria (within each asset class) concurrently based on discussions with staff. Operators identify their priorities based on a holistic evaluation of the criteria for each project. Sample templates for evaluating replacement priorities using the criteria described below is provided in Appendix F.

Although funding may not be currently available for all projects (e.g., assets beyond ULB), operators will maintain a list of investment priorities should funding become available in later years that will be included in this TAM plan. This investment prioritization approach applies to

those planned activities that operators are currently conducting on their assets. Most operators use a variety of factors for prioritizing replacements, and the factors listed here will provide a standard framework for the operators to use in the future.

This investment prioritization approach applies to assets that the Tier II operators already own. Decisions related to expanding or modernizing the system consider other factors and involve other divisions that are outside the scope of the asset management planning process.

7.3.1 Vehicles

The following table identifies the evaluation criteria that Tier II operators will use to evaluate and prioritize vehicle replacement projects.

Evaluation Criteria	
Safety	Does operating the vehicle pose a safety risk to the traveling public or others that cannot be easily mitigated through routine maintenance/service to the vehicle?
Impact to Service and Operations	Is the vehicle reliably providing service to the public?
Maintenance	Does the vehicle require any major parts/components or major overhaul activities?
Age	Is the vehicle beyond its planned useful life? If yes, how many years is it beyond its planned useful life?
Condition/Usage	Is the vehicle in good condition/is the usage infrequent?

7.3.2 Equipment

The following table identifies the evaluation criteria that Tier II operators will use to evaluate and prioritize equipment replacement projects.

Evaluation Criteria	
Safety Risk to Staff	Does the condition of this equipment pose a safety risk to staff who use the equipment?
Safety Risk to Customers	Does the condition of this equipment affect the ability to maintain the safe operation of customer-facing assets (e.g., vehicles)?
Impact to Service and Operations	Does the condition of this equipment impact the ability to provide revenue service and meet existing levels of service?
Maintenance	What is the level of maintenance and inspection required to keep the equipment in working condition?
Age	Is the equipment beyond its planned useful life? If yes, how many years is it beyond its planned useful life?
Condition	What is the equipment's condition? The condition may be based on a visual inspection, review of maintenance records, and other tests that may have been performed on it.

7.3.3 Facilities

The following table identifies a set of evaluation criteria to support investment prioritization of facility element replacements. Facility projects will be prioritized at the primary level, using the elements defined in the FTA Condition Assessment Calculation Guidebook:

- Substructure
- Shell
- Interiors
- Conveyance (Elevators and Escalators)
- Plumbing
- HVAC
- Fire Protection
- Electrical
- Site
- Equipment (for Administrative and Maintenance Facilities)
- Fare Collection (for Passenger and Parking Facilities)

Many of the elements identified above have a lower life expectancy than the life of the facility, and projects to replace major components in any of these elements will be considered as facility overhaul projects (e.g., replacing major components for the HVAC system).

Evaluation Criteria	
Safety Risk to Customers (Passenger and Parking Facilities)	Does the condition of this facility pose a safety risk to customers who interface with this facility? Does the condition of this facility affect the ability to maintain the safe operation of customer-facing assets (e.g., vehicles)?
Safety Risk to Staff (Administrative and Maintenance Facilities)	Does the condition of this facility pose a safety risk to staff who use this facility?
Impact to Service and Operations	Does the facility impact revenue service? This factor prioritizes activities on passenger facilities versus administrative facilities.
Maintenance	What is the level of maintenance and inspection required to keep the facility or its major components in working condition?
Age	Is the facility element (or a major component of the element) beyond its planned useful life?
Condition Score	What is the element's condition score (based on the physical condition assessment)?

Consistent with current practices, operators will use TDA or other non-TCP funds for scheduled maintenance activities and use TCP funds and other sources for capital activities (overhauls and replacements).

7.4 TERM Lite Analysis

In addition to the approach described above, MTC conducted a Transit Economic Requirement Model (TERM) Lite analysis to determine the need for transit capital asset funding over the next 4, 10, and 20 years. TERM Lite is a tool provided by the FTA to help agencies assess their state of good repair backlog. This analysis was conducted to help inform the gap between the total forecasted needs and the total amount of money that is currently programmed in the Transportation Improvement Program, the region's comprehensive spending plan (as required by federal law), for the Tier II operators.

This analysis uses two scenarios:

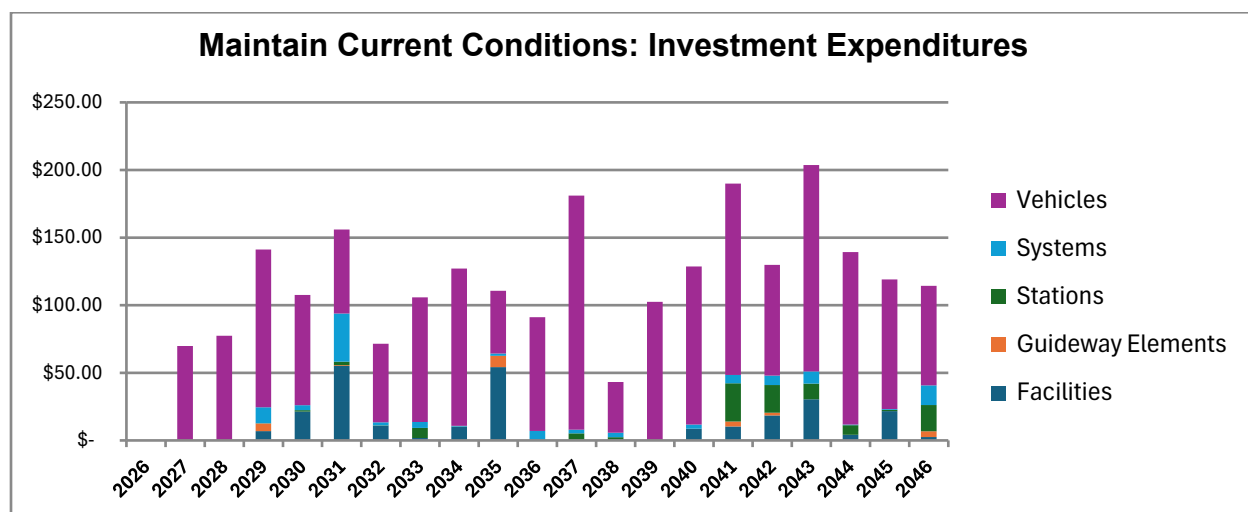
1. **Maintain Current Conditions**, which assumes that the state of good repair backlog will remain stable over the model period.
2. **State of Good Repair**, which assumes that assets are replaced at the end of their useful life. In this analysis, a 10-year period is assumed for eliminating the state of good repair backlog and then maintaining that over the remainder of the model period.

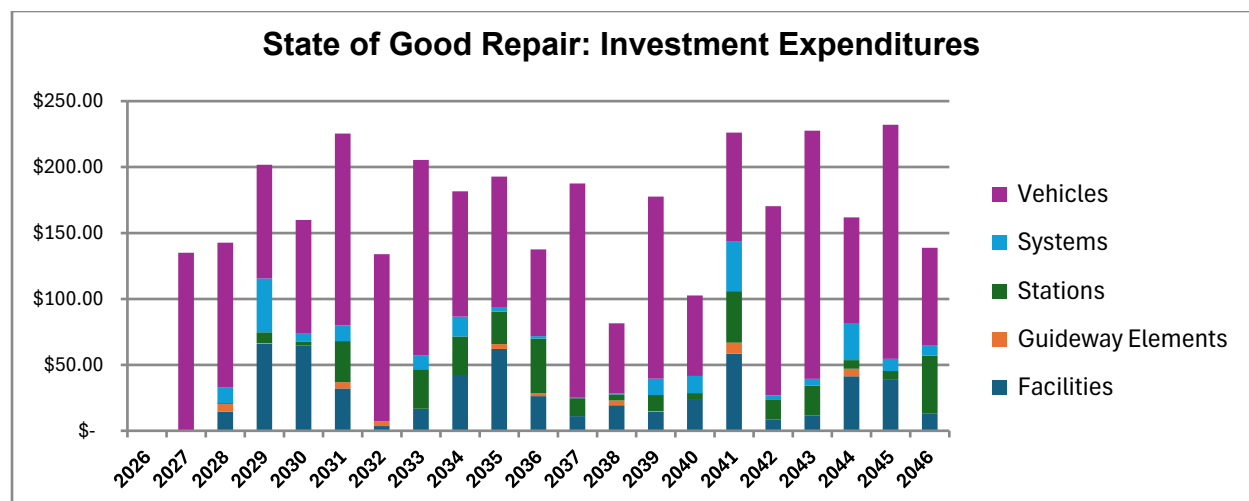
7.4.1 Estimated Investment Needs

Based on the TERM Lite analysis described above, the table below identifies the needs for the 4, 10, and 20-year horizons while the two graphs show the forecasted needs over a 20-year horizon for each asset category.

	4 years	10 years	20 years
Maintain Current Conditions	\$396.11	\$1,058.28	\$2,410.11
State of Good Repair	\$639.37	\$1,716.05	\$3,422.14

The amounts above are presented in millions of 2026 dollars.





Vehicles comprise the largest share of need in both scenarios, followed by facilities. The tables below break down the need by category:

Maintain Current Conditions

<i>Category</i>	<i>4 Year Need</i>	<i>10 Year Need</i>	<i>20 Year Need</i>
Facilities	\$28.26	\$160.32	\$257.60
Guideway Elements	\$5.66	\$14.64	\$24.52
Stations	\$1.20	\$11.74	\$106.25
Systems	\$15.47	\$67.05	\$113.85
Vehicles	\$345.52	\$804.53	\$1,907.89
Cumulative	\$396.11	\$1,058.28	\$2,410.11

State of Good Repair

<i>Category</i>	<i>4 Year Need</i>	<i>10 Year Need</i>	<i>20 Year Need</i>
Facilities	\$145.32	\$328.30	\$568.62
Guideway Elements	\$6.22	\$20.30	\$38.61
Stations	\$11.48	\$168.18	\$337.34
Systems	\$59.15	\$102.10	\$220.08
Vehicles	\$417.20	\$1,097.17	\$2,257.49
Cumulative	\$639.37	\$1,716.05	\$3,422.14

8 Investment Prioritization

The table below identifies selected projects based on the Transit Capital Priorities process. These projects have been programmed in the regional Transportation Improvement Program (TIP). As the years of this plan develop, staff anticipates more funding and revisions to be programmed in the outer years. The list below therefore represents a snapshot of projects programmed in the TIP at the time of plan adoption.

Sponsor	Project Name	Project Description	2025	2026	2027	2028	Grand Total
CCCTA	CCCTA Electric Bus Charging Infrastructure	CCCTA: At the Arnold Industrial Way Facility: ZEB Infrastructure Set-Aside Funds			\$1,847,524		\$1,847,524
CCCTA	CCCTA - Transit Corridors Study	Study will analyze four major corridors and identify options to improve speed and reliability	\$451,824				\$451,824
CCCTA	CCCTA - Replace 22' Vehicles	CCCTA: Fleet: Replace 15 22' paratransit vehicles			\$1,800,000		\$1,800,000
CCCTA	CCCTA - Replace Paratransit Vans	CCCTA: Fleet: Replace 3 paratransit vans			\$222,000		\$222,000
CCCTA	Replace 10 40' Diesel Buses with New Diesel Buses	Replace 10 40' Diesel Buses with New Diesel Buses	\$7,164,000				\$7,164,000
CCCTA	Replace 15 Cut-Away/Vans with 7-year Gas Cut-Aways	Replace 15 Cut-Away/Vans with New 7-year Gas Cut-Away/Vans			\$2,108,160		\$2,108,160
CCCTA	Replace 3 Minivans under 22' with New minivans	Replace 3 Minivans under 22' with New minivans under 22'			\$276,000		\$276,000
CCCTA	Replace 7 30' Diesel Buses with New Diesel Buses	Replace 7 30' Diesel Buses with New Diesel Buses			\$4,729,200		\$4,729,200
CCCTA	Replace 3 Cut-Away/Vans with New Minivans under 22	Replace 3 Cut-Away/Vans with New Minivans under 22'	\$270,000				\$270,000

MTC 2026 Regional Transit Asset Management Group Plan

CCCTA	Replace 42 Cut-Away/Vans with 7-year Gas Cut-Aways	Replace 42 Cut-Away/Vans with New 7-year Gas Cut-Away/Vans			\$6,300,000		\$6,300,000
ECCTA	ECCTA: Transit Bus Replacements	FY26 Replace 8 cutaways and 6 minivans.		\$1,711,200			\$1,711,200
ECCTA	ECCTA: Battery Electric Charging Upgrade	Replace battery electric charging infrastructure.			\$981,628		\$981,628
ECCTA	ECCTA 25 Diesel Bus Replacement	Replace 25 40-ft diesel buses used in MB-PT service that have reached the end of their useful life.		\$19,320,000			\$19,320,000
ECCTA	ECCTA Facility Replacement and Modernization	Replace the roof of the facility and in-ground hydraulic bus lifts used in vehicle maintenance.			\$3,000,000		\$3,000,000
FAST	Fairfield - Bus Fleet and Infrastructure	Purchase diesel and diesel-electric hybrid buses. Purchase property at 1336 Woolner Drive and make improvements to create a modern vehicle maintenance facility.	\$15,486,500	\$28,438	\$564,781		\$16,079,719
FAST	Route Planning Restoration	Conduct a study evaluating the recent introduction of Microtransit service, restructured local fixed routes, and comingling of ADA paratransit and microtransit service.	\$1,000,000				\$1,000,000
LAVTA	LAVTA and CCCTA Hydrogen Fueling Stations	Design and construct two hydrogen fueling stations and maintenance infrastructure at existing County Connection and LAVTA maintenance facilities.	\$2,324,636				\$2,324,636
LAVTA	LAVTA Atlantis Facility	Design-engineering, project-management, and related pre-construction technical support for construction of LAVTA's Atlantis Facility.			\$1,772,592		\$1,772,592
LAVTA	AVLs for Replacement Vehicles	Purchase 12 Automatic Vehicle Locator (AVL) Systems for replacement buses.		\$415,536			\$415,536

MTC 2026 Regional Transit Asset Management Group Plan

LAVTA	LAVTA: Purchase Fareboxes	Purchase Fareboxes for 12 replacement vehicles		\$256,488			\$256,488
LAVTA	Replace (4) 40' and (4) 35' Buses-Hybrid	Purchase 4 40' and 4 35' Hybrid replacement vehicles		\$8,439,650			\$8,439,650
LAVTA	Replace (4) 40' Buses-Fuel Cell	Replace four 40' Hybrid buses with 4 40' Fuel Cell Buses		\$6,067,325			\$6,067,325
LAVTA	LAVTA: Radios	Purchase Radios for 12 replacement buses		\$50,160			\$50,160
LAVTA	LAVTA Hydrogen Fueling Station Expansion Project	Expands an existing hydrogen fueling station capital project at LAVTA's Atlantis Maintenance Facility to include a secondary 15,000-gallon hydrogen tank.			\$3,750,000		\$3,750,000
LAVTA	LAVTA Rutan Facility Rehab. and Modernization	Replace and modernize components of LAVTA's Rutan Operations & Maintenance Facility.			\$902,793		\$902,793
LAVTA	LAVTA Atlantis Facility Construction and Bus Replacement	Replace 8 aging diesel and hybrid buses with 8 low-emission diesel-electric hybrids and complete construction of the Atlantis Operations & Maintenance Facility.			\$83,053,799	\$5,180,000	\$88,233,799
Marin Transit	Fixed Route Maintenance and Operations Facility	MCTD: San Rafael: Construct fixed route bus facility		\$43,213,000			\$43,213,000
Marin Transit	Replace 7 40ft. Hybrid buses	Purchase 7 replacement buses for 2015 40ft hybrid buses that are beyond their useful lives.			\$9,169,000		\$9,169,000
Marin Transit	Replace 15 Paratransit Vehicles	Purchase 15 Paratransit Vehicles to replace (3) 2018 Cutaways, (4) 2018 vans, and (8) 2021 cutaways that are beyond their useful lives.			\$1,608,000		\$1,608,000
Marin Transit	Replace 8 buses with 8 - 40ft Hybrids	Purchase 5 40ft hybrid electric buses to replace 4 Diesel XHF and 1 totaled 40ft. bus; and purchase 3 40ft hybrid vehicles to replace 3 Diesel cutaways	\$5,181,989	\$3,579,908			\$8,761,897

MTC 2026 Regional Transit Asset Management Group Plan

Marin Transit	Replace 5 30ft. Hybrid Buses	Purchase 5 replacement buses for 2015 hybrid buses that have reached the end of their useful life.			\$3,470,000		\$3,470,000
Marin Transit	Rush Landing Operating Facility Improvements	Improvements to the Rush Landing operations facility to address building safety and efficiency.			\$3,470,118		\$3,470,118
NVTA	NVTA: Replace Rolling Stock	NVTA: Fleetwide: Replace rolling stock for fixed-route, paratransit, and community shuttle fleet.	\$284,323	\$8,066,057			\$8,350,380
Petaluma	Petaluma: Transit Yard & Facilities Improvements	Petaluma: Transit Yard and Facility: Improvements to the Transit Yard and Facility to enhance security and maintain a state of good repair.	\$313,221				\$313,221
Petaluma	Petaluma: (6) 40' Battery Electric Buses	Petaluma: Purchase six (6) Battery Electric 40' vehicles to replace Fixed Route Diesel buses that have expended their useful lives.		\$5,435,360			\$5,435,360
Santa Rosa City Bus	Santa Rosa CityBus: Bus Replacement	Santa Rosa CityBus: Replace aged local transit buses at the end of useful life and install any required supporting infrastructure.		\$12,772,060			\$12,772,060
Sonoma County Transit	Sonoma County Transit: 40' Bus Replacement	Replace 40' buses that have reached the end of their useful life.	\$3,795,039	\$1,446,000			\$5,241,039
SF Bay Ferry	WETA: Ferry Channel and Berth Dredging	WETA: Various service areas: Regularly scheduled dredging to remove silt build-up that would otherwise keep ferries from operating.	\$207,237	\$1,533,109	\$6,920,775	\$2,521,678	\$11,182,799
SF Bay Ferry	WETA: Ferry Major Component Rehab/Replacement	WETA: Fleetwide: Rehabilitate and/or replacement major ferry components.	\$8,273,057	\$9,318,870	\$12,294,113	\$28,551,636	\$58,437,676
SF Bay Ferry	WETA: Fixed Guideway Connectors	WETA: This project includes rehabilitating and replacing the floats and gangway systems that		\$925,914	\$6,126,000	\$26,671,941	\$33,723,855

MTC 2026 Regional Transit Asset Management Group Plan

		allow the passengers to get from the vessels to the terminals.					
SF Bay Ferry	Replace Ferry Vessels	WETA: Fleetwide: Support the purchase/construction of all-electric vessels and related charging infrastructure.	\$14,836,006	\$37,737,581	\$41,018,239	\$84,809,084	\$178,400,910
SF Bay Ferry	Rapid Electric Emission Free (REEF) Program: Vessels	These projects include the purchase/construction of all-electric vessels under WETA's REEF Program.			\$20,407,585	\$55,381,316	\$75,788,901
SF Bay Ferry	Rapid Electric Emission Free (REEF) Program: Terminals/Floats	These projects include the purchase/construction of charging infrastructure required to charge new all-electric vessels under WETA's REEF Program.			\$39,860,635	\$134,790,793	\$174,651,428
SolTrans	SolTrans: Bus Replacement	SolTrans: Replace vehicles as they reach useful life.	\$11,042,192	\$15,573,000			\$26,615,192
SolTrans	Shop Equipment	Project will replace the vehicle lifts as it is product end-of-life and purchase jack stands to support the lifts.			\$125,000		\$125,000
SolTrans	Door Access System	Improve door access security of the Curtola Transit Center, Vallejo Transit Center and the Sereno Transit Center.			\$125,000		\$125,000
Union City Transit	Union City Transit Bus Procurement	Union City Transit: Fleet: Replace existing compressed natural gas (CNG) buses with mixed fleet zero-emission battery-electric buses (BEBs) and CNG buses.	\$11,678,346		\$1,192,000		\$12,870,346
Union City Transit	Union City Transit EV Charging Infrastructure	Union City ZEB Infrastructure Set-Aside. Electric Vehicle Charging Infrastructure for electric vehicles.			\$176,364		\$176,364
Union City Transit	Replace 2 Gas Paratransit Vans with EV	Replace 2 Gas Paratransit Vans with EV			\$490,105		\$490,105

MTC 2026 Regional Transit Asset Management Group Plan

Vacaville	Vacaville: Transit Building Expansion	Vacaville: Transit building: Construct addition to existing Transit building, adding offices and storage areas.	\$1,560,000				\$1,560,000
Vacaville	Mapping, Wayfinding & Real-time Arrival Signage	Replace and add mapping & wayfinding materials consistent with MTC's mapping & wayfinding project.		\$2,000,000			\$2,000,000
WestCAT	Smart Transbay Transit WestCAT TSP System Upgrade	Upgrade WestCAT Transbay and Express Bus TSP system to a GPS system compatible with signals in the East Bay. Integrate TSP system with traffic signal systems.			\$750,000		\$750,000
WestCAT	WestCAT 45-foot Over the Road Coach Replacement	WestCAT: 45-foot over the road coach subfleet: Replace two vehicles past their useful life		\$1,704,000			\$1,704,000
WestCAT	WCCTA Hydrogen Fuel Cell Bus and Hydrogen Fueling	Purchase hydrogen fuel cell buses to replace older diesel buses, modify maintenance facility and install a hydrogen fueling station.			\$24,002,736		\$24,002,736

MTC 2026 Regional Transit Asset Management Group Plan

The following table identifies additional projects that have been included in operators' capital improvement programs. Some projects that are in the TIP are also listed in the CIP, since these projects may have been funded with federal funds.

Sponsor	Project Name	Project Description	2025	2026	2027	2028	2029	Grand Total
ECCTA	ADA Operating Assistance	ADA Operating Assistance	\$1,021,735	\$983,864	\$1,036,467	\$1,064,451	\$1,093,192	\$5,199,709
ECCTA	Replace 8 25' Cutaways	Purchase 8 25' gasoline cutaways to replace cutaways at the end of their useful life.	\$1,171,200					\$1,171,200
ECCTA	Replace 6 Minivans	Purchase 6 gasoline minivans to replace minivans at the end of their useful life.	\$540,000					\$540,000
ECCTA	Battery Electric Charging Upgrade	Replace battery electric chargers with upgraded equipment that will significantly increase output capacity.	\$981,628					\$981,628
ECCTA	Facility Replacement and Modernization	Replace the roof of the facility and to replace in-ground hydraulic bus lifts used in vehicle maintenance.		\$3,000,000				\$3,000,000
ECCTA	Replace 25 40' Diesel Buses with Diesel	Purchase 25 40' diesel buses to replace 25 40' 2013 diesel buses at the end of their useful life.		\$20,236,850				\$20,236,850
ECCTA	Replace 5 25' Cutaways	Purchase 5 25' gasoline cutaways to replace gasoline cutaways at the end of their useful life.			\$800,000			\$800,000
ECCTA	Replace 8 Relief Cars	Replace 6 cars and 2 minivans used for non-revenue operations that have exceeded their useful life			\$300,000			\$300,000
ECCTA	Replace 15 40' Diesel Buses with Diesel	Purchase 15 40' diesel buses to replace 15 40' 2016 diesel buses that have reached the end of their useful life.				\$11,640,000		\$11,640,000

MTC 2026 Regional Transit Asset Management Group Plan

ECCTA	Replace 5 40' Diesel Buses with Battery Electric	Purchase 5 40' Battery Electric buses to replace 5 40' 2016 diesel buses that have reached the end of their useful life.				\$7,625,000		\$7,625,000
ECCTA	Battery Electric Charging Expansion	Expand plug-in battery electric charging infrastructure at ECCTA's existing maintenance facility				\$3,125,000		\$3,125,000
FAST	Phase 1A - Corporation Yard Fleet Electrification	Infrastructure improvements to support electric vehicle maintenance	\$452,000	\$3,418,000				\$3,870,000
FAST	Transit Maintenance Facility Expansion	Purchase property and upgrade		\$3,500,000	\$1,600,000	\$2,000,000	\$3,773,450	\$10,873,450
FAST	Bus Replacement	Replace 6 fixed route buses that have reached their useful life			\$1,420,983	\$1,420,983	\$1,420,983	\$4,262,949
FAST	Vehicle Camera Replacement	Purchase and replace on fixed route and paratransit and microtransit vehicle cameras			\$400,000			\$400,000
LAVTA	Atlantis Facility Construction (Design)	Construct necessary facility improvements to replace aging facilities and accommodate future expansion of a 100% Zero Emission Bus (ZEB) fleet.			\$1,325,398			\$1,325,398
LAVTA	Atlantis Facility Construction (Construction)	Construct necessary facility improvements to replace aging facilities and accommodate future expansion of a 100% Zero Emission Bus (ZEB) fleet.				\$85,968,000		\$85,968,000
LAVTA	Atlantis Hydrogen Fueling Station (Design)	Construct a hydrogen fueling station at LAVTA's Atlantis Facility; support fueling the full fleet of LAVTA fuel cell buses once the Agency fully transitions to hydrogen.				\$635,000		\$635,000
LAVTA	Atlantis Hydrogen Fueling Station (Construction)	Construct a hydrogen fueling station at LAVTA's Atlantis Facility; support fueling the full				\$13,275,313		\$13,275,313

MTC 2026 Regional Transit Asset Management Group Plan

		fleet of LAVTA fuel cell buses once the Agency fully transitions to hydrogen.						
LAVTA	Atlantis NVR and Camera Replacement	This project will replace the failed network video recorder (NVR), associated switches and failed cameras.			\$45,000			\$45,000
LAVTA	AVL hardware for Replacement Vehicles	Purchase Automatic Vehicle Locator (AVL) Hardware Systems for replacement buses.			\$335,928		\$138,513	\$474,441
LAVTA	Backup Server Replacement	The funds requested would serve to replace this server and upgrade it to the latest software available.			\$18,000			\$18,000
LAVTA	BAE Drive motors	Pay for drive motors, the devices that cause the bus to move, when they fail.			\$120,000			\$120,000
LAVTA	Bridge Crane System for Bus Maintenance Facility	5-ton bridge crane system designed to lift electric bus battery packs, HVAC modules, etc. from the roof of transit buses.			\$135,000			\$135,000
LAVTA	Bus Roof Access Platform System	Permanent Bus Roof Access Platform System designed to provide safe, OSHA compliant access to the roof of transit buses.			\$195,000			\$195,000
LAVTA	Bus stop improvements	This funds bus stop improvements or replacement in the upcoming fiscal year that are not part of the Rapid corridor improvement project.			\$25,000			\$25,000
LAVTA	Communication Devices for Replacement Vehicles	Purchase Radios and Cell-based Routers for replacement buses			\$33,440		\$16,720	\$50,160

MTC 2026 Regional Transit Asset Management Group Plan

LAVTA	DPIM / ESS Fuses	Whenever a DPIM or ESS fails, the associated fuses typically fail as well.			\$14,850			\$14,850
LAVTA	Fareboxes for Replacement Vehicles	Purchase Fareboxes for replacement vehicles			\$170,991		\$85,497	\$256,488
LAVTA	Fleet Engine replacement	The requested funds anticipate that four engines will fail throughout fiscal year 2027.			\$300,000			\$300,000
LAVTA	Hybrid Battery Replacements	This request will fund battery pack replacement on approximately 3 buses.			\$212,288	\$601,661		\$813,949
LAVTA	Livermore Transit Center Rehabilitation & Improvement	Address a significant backlog of deferred maintenance and safety enhancement needs at LAVTA's most-used passenger facility.			\$540,550			\$540,550
LAVTA	Office Sound Masking	This project will install a sound masking system in the LAVTA office.			\$10,000			\$10,000
LAVTA	On-board Camera Retrofit	This capital project retrofits 9 of LAVTA's 35-foot Rapid buses with the TSI Nexus Network Video Recorder system.			\$73,000			\$73,000
LAVTA	Passenger facilities enhancements (LLNL, BART, Las Positas) (Design)	Passenger Facilities Enhancements in the cities of Dublin and Livermore, at three high-ridership stops on LAVTA's Rapid network.			\$57,679			\$57,679
LAVTA	Passenger facilities enhancements (LLNL, BART, Las Positas) (Construction)	Passenger Facilities Enhancements in the cities of Dublin and Livermore, at three high-ridership stops on LAVTA's Rapid network.			\$2,597,143			\$2,597,143
LAVTA	Rapid Bus Stop Improvements 10R and 30R (Design)	Upgrade stops that were added during the 2016 COA Rapid realignment but did not receive			\$230,000			\$230,000

MTC 2026 Regional Transit Asset Management Group Plan

		Rapid standard amenities at that time.						
LAVTA	Rapid Bus Stop Improvements 10R and 30R (Construction)	Upgrade stops that were added during the 2016 COA Rapid realignment but did not receive Rapid standard amenities at that time.			\$2,070,000			\$2,070,000
LAVTA	Replace (4) 40' Buses-Fuel Cell	Replace four 40' Hybrid buses with 4 40' Fuel Cell Buses					\$6,067,200	\$6,067,200
LAVTA	Replace 8 Diesel Electric Hybrid Buses	These funds will be used to purchase 8 Diesel electric hybrid replacement vehicles. 4-35 foot 4-40 foot			\$9,645,848			\$9,645,848
LAVTA	Replace Critical Components and Recommission the Atlantis Bus Wash	Support the replacement of any degraded components and the full recommissioning of the system.			\$75,000			\$75,000
LAVTA	Replace Prius	This allocation will replace the agency's failing 2005 Toyota Prius			\$50,000			\$50,000
LAVTA	Rewrap buses that have badly faded and or damaged wraps	Rewrap the four units in the poorest condition, restoring a clean, consistent appearance across the system.			\$35,000			\$35,000
LAVTA	Rutan Facility Rehab & Modernization	Replace and modernize components of LAVTA's Rutan Operations & Maintenance Facility			\$902,793			\$902,793
LAVTA	Transit Signal Priority Upgrade & Expansion (Design)	This project will see the agency upgrade its existing GPS-Based Transit Signal Priority (TSP) system to a new Cloud-Based TSP system.			\$271,673			\$271,673
LAVTA	Transit Signal Priority Upgrade & Expansion (Construction)	This project will see the agency upgrade its existing GPS-Based Transit Signal Priority (TSP)			\$2,401,970			\$2,401,970

MTC 2026 Regional Transit Asset Management Group Plan

		system to a new Cloud-Based TSP system.						
LAVTA	Transmission / hybrid drive replacements	Fund specific high value component failures on the fleet. Transmissions and hybrid drive systems fall within this category.			\$150,000			\$150,000
NVTA	NVTA – Rolling Stock	Replace rolling stock for fixed-route, paratransit, and community shuttle fleet.			\$5,282,100	\$9,105,000		\$14,387,100
NVTA	NVTA Equipment Replacement and Upgrades	Napa Vine service area – Replacement and upgrades to transit equipment and existing facilities	\$284,323	\$8,066,057	\$5,317,400	\$722,000	\$200,000	\$14,589,780
NVTA	SR 29 American Canyon Operational & Multimodal Improvements	NVTA, with Caltrans and the City of American Canyon, proposes multimodal improvements on SR 29 from PM NAP 0.6 to R2.2 including signal replacement and new signals at unsignalized intersections, medians, transit, bicycle, and pedestrian improvements.					\$68,500,000	\$68,500,000
NVTA	Transit Operating Assistance	5307 NAPA	\$3,549,310	\$3,667,148	\$3,500,000	\$3,500,000	\$3,500,000	\$17,716,458
Santa Rosa CityBus	Operating Assistance	Operating Assistance	\$1,305,919	\$2,929,637	\$2,160,134	\$2,203,336	\$2,247,403	\$10,846,429
Santa Rosa CityBus	ADA Operating Assistance	ADA Operating Assistance	\$401,778	\$424,732	\$433,227	\$441,891	\$450,729	\$2,152,357
Santa Rosa CityBus	Preventive Maintenance	Preventive Maintenance	\$850,000	\$867,000	\$884,340	\$902,027	\$920,067	\$4,423,434
Santa Rosa CityBus	Replace Rolling Stock	Replace rolling stock for paratransit cutaway	\$469,482			\$775,000		\$1,244,482

MTC 2026 Regional Transit Asset Management Group Plan

Santa Rosa CityBus	Replace Rolling Stock	Replace rolling stock for fixed route		\$16,735,000				\$16,735,000
Santa Rosa CityBus	Replace Service Vehicles	Replace service vehicles				\$100,000	\$100,000	\$200,000
Santa Rosa CityBus	Bus Charging Infrastructure	Implement infrastructure improvements to support the charging of a 100% Zero Emissions Bus fleet	\$150,000		\$1,744,000		\$1,000,000	\$2,894,000
Santa Rosa CityBus	AVL/CAD/APC Equipment	Purchase and maintain AVL/CAD/APC					\$500,000	\$500,000
Santa Rosa CityBus	Bus Maintenance	Implement upgrades/expansion to existing bus maintenance facilities		\$288,000	\$50,000	\$50,000	\$50,000	\$438,000
Santa Rosa CityBus	Administrative Facility Improvements	Implement upgrades/expansion to existing administrative facility			\$500,000	\$50,000	\$50,000	\$600,000
Santa Rosa CityBus	Farebox Replacement	Farebox Replacement					\$1,050,000	\$1,050,000
SF Bay Ferry	Ferry Channel and Berth Dredging	Various service areas: Regularly scheduled dredging to remove silt build-up that would otherwise keep ferries from operating.	\$207,237	\$1,533,109	\$6,920,775		\$2,521,678	\$11,182,799
SF Bay Ferry	Ferry Major Component Rehab/Replacement	Fleetwide: Rehabilitate and/or replacement of major ferry components.	\$8,273,057	\$9,318,870	\$12,294,113	\$19,876,064	\$8,675,572	\$58,437,676
SF Bay Ferry	Fixed Guideway Connectors	Rehabilitating and replacing floats, gangway systems, and related infrastructure that allow passengers to get from the vessels to the terminals.		\$925,914	\$6,126,000	\$25,527,379	\$1,144,562	\$33,723,855
SF Bay Ferry	Replace Ferry Vessels	All existing ferry vessels for WETA: Replace vessels when	\$14,836,006	\$37,737,581	\$41,018,239	\$46,592,959	\$38,216,125	\$178,400,910

MTC 2026 Regional Transit Asset Management Group Plan

		they reach the end of their useful life of 25 years						
SF Bay Ferry	Rapid Electric Emission Free (REEF) Program: Vessels	These projects include the purchase/construction of all-electric vessels under WETA's REEF Program			\$20,407,585	\$55,381,316		\$75,788,901
SF Bay Ferry	Rapid Electric Emission Free (REEF) Program: Terminals/Floats	These projects include the purchase/construction of charging infrastructure required to charge new all-electric vessels under WETA's REEF Program.			\$39,860,635	\$37,357,888	\$97,432,905	\$174,651,428
SolTrans	Technology Upgrades	Website Trip Planner (Transition from CNX to Transit App), Phone System and Computers, Servers, and Wireless Access.		\$229,000				\$229,000
SolTrans	Gate Tracks at 1850 Broadway	The gate tracks were replaced at 1850 Broadway providing enhanced security.		\$76,000				\$76,000
SolTrans	Replacement of Jack Stands and Lifts	This project replaced jack stands and lifts that surpassed their useful life.		\$140,000				\$140,000
SolTrans	Maintenance Truck Replacement	SolTrans replaced a maintenance truck that surpassed useful life.		\$75,000				\$75,000
SolTrans	Bus Replacement	SolTrans will be replace (7) Gillig Hybrid Buses for Local fleet with Battery Electric Buses or Diesel-Hybrid Buses.		\$6,153,025	\$10,814,863			\$16,967,888
SolTrans	Vehicle Replacement	Replace 3 Paratransit Vehicles and 2 Maintenance Trucks				\$792,000		\$792,000
SolTrans	Facility Improvement Projects	Camera Replacements, Door Access System, Boiler Replacement, (2) Bus Bay Rollup Doors, IT server room redesign and overall Facility Improvements.		\$456,000	\$575,000	\$150,000	\$150,000	\$1,331,000

MTC 2026 Regional Transit Asset Management Group Plan

SolTrans	Facility Improvement Projects	SolTrans plans to install vehicle EV chargers and fence the employee parking at the Vallejo Transit Center				\$500,000		\$500,000
SolTrans	Facility Improvement Projects	SolTrans plans to rebuild the wall around the O&M facility and fully enclose the new land purchased adjacent to the yard and adding an access gate.					\$1,416,625	\$1,416,625
SolTrans	Signage & Wayfinding Projects	New Bus Stop Blades, Poles, Installation, and the MTC Funded Regional Wayfinding Signage at the Transit Centers.			\$274,000			\$274,000
SolTrans	Paratransit Software Implementation	SolTrans is implementing a new paratransit software.			\$85,000			\$85,000
SolTrans	Bus Equipment and Tools Projects	The Bus Equipment and Tools project is comprised of replacements of Floor Jacks, Bus Antennas for Network Redundancy and Radios for Buses.			\$126,000			\$126,000
SolTrans	Bus Components Projects	MCI CNG Engine Replacements, Gillig DPIM Hybrid module, as well as general Major Component replacements as needed.		\$414,000	\$506,250	\$400,000	\$450,000	\$1,770,250
SolTrans	Electrification Project	Final phases of building out the infrastructure needed to charge battery electric buses.		\$1,250,000	\$575,000			\$1,825,000
SolTrans	Support Vehicles	SolTrans plans to replace support vehicles as they reach useful life.					\$80,000	\$80,000

9 Continuous Improvement

This section is not required for the Tier II operator group TAM plan but has been included as best practice.

The Tier II operators are working on the following activities in conjunction with MTC to advance their asset management practices:

- Collect improved transit capital asset data and store that data in the existing Regional Transit Capital Inventory (RTCI)
- Use the NTD Reporting Tool provided by FTA to automate and streamline RTCI updates
- Continue updating the price of asset types to accurately reflect capital needs
- Provide more guidance for operators regarding investment prioritization, including optional weighting guidance, more detail on mid-life overhauls, regulatory compliance and climate considerations as optional factors, and more structure for assets past their useful life

The Tier II operators will review this TAM plan and revise it at a minimum, every four years, while the inventory will be updated annually to align to annual NTD reporting. MTC and the Tier II operators may decide to update this TAM plan more frequently than every four years if there are significant and unexpected changes to its asset inventory, asset condition, funding levels, or policies that may reshape investment prioritization.

The Tier II operators will strive to influence better asset performance, risk reduction, and agency cost savings with each revision of the TAM plan accordingly.

Appendix A: U.S. 49 CFR Requirements

Ref #	U.S. 49 CFR 625 Reference	Requirement	Group TAM Plan Section for Compliance
A TAM plan for Tier II operators must include the following elements:			
1	49 CFR § 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	<i>Section 5: Capital Asset Inventory</i>
2	49 CFR § 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 of public transportation	<i>Section 5: Capital Asset Inventory</i>
3	49 CFR § 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	<i>Section 5: Capital Asset Inventory</i>
4	49 CFR § 625.25 (b)(3)	Description of analytical processes or decision-support tools to estimate capital investment needs over time and develop its investment prioritization	<i>Section 8: Decision Support</i>
5	49 CFR § 625.25 (b)(4)	Project-based prioritization of investments	<i>Section 9: Investment Prioritization</i>

The following elements are required for Tier I operators but <u>optional</u> for Tier II operators:			
6	49 CFR § 625.25 (b)(5)	Provider's TAM and SGR policy	N/A
7	49 CFR § 625.25 (b)(6)	Provider's TAM plan implementation strategy	N/A
8	49 CFR § 625.25 (b)(7)	A description of key TAM activities that a provider intends to engage in over the TAM plan horizon period	N/A
9	49 CFR § 625.25 (b)(8)	A summary or list of the resources, including personnel, that a provider needs to develop and carry out the TAM plan	N/A
10	49 CFR § 625.25 (b)(9)	An outline of how a provider will monitor, update, and evaluate, as needed, its TAM plan and related business practices to ensure the continuous improvement of its TAM practices	N/A
When developing its investment prioritization, providers must:			
11	49 CFR § 625.33 (a)	Include an investment prioritization that identifies a provider's program and 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 by year are presented in <i>Section 9: Investment Prioritization</i> in the TAM plan
12	49 CFR § 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 by year are presented in <i>Section 9: Investment Prioritization</i> in the TAM plan

13	49 CFR § 625.33 (c)	Ensure provider's project rankings are consistent with its TAM policy and strategies	Prioritization of investments by year are presented in <i>Section 9: Investment Prioritization</i> in the TAM plan. Tier II operators are not required to have a TAM policy and strategy in place.
14	49 CFR § 625.33 (d)	Give due consideration to those state of good repair projects to improve that pose an identified unacceptable safety risk	Safety has been included as a prioritization criterion in the investment prioritization approach for each asset class in <i>Section 8: Decision Support</i> .
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	Prioritization of investments by year are presented in <i>Section 9: Investment Prioritization</i> in the TAM plan. The list of investments considers available funding and funding constraints.
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	Prioritization of investments by year are presented in <i>Section 9: Investment Prioritization</i> in the TAM plan. Investments consider accessibility and ADA compliance.

Appendix B: Key Terms and Definitions

Accountable Executive

Defined by 49 U.S.C. Chapter 53 as a “single, identifiable person who has ultimate responsibility for carrying out the safety management systems of a public transportation agency; responsibility for carrying out transit asset management practices; and control or direction over the human and capital resources needed to develop and maintain both the agency’s public transportation agency safety plan, in accordance with 49 U.S.C. 5329(d), and the agency’s transit asset management plan in accordance with 49 U.S.C. 5326.”

Asset

An asset is defined as a tangible entity (or system of entities) that is either owned, leased, or maintained by the Tier II operators and is:

- Repairable and/or replaceable
- Has an expected useful life of more than one year
- Requires intervention/activities to reduce risk of failure
- One or more of the following apply:
 - Requires a preventive maintenance schedule
 - Needs to be inspected
 - Needs to be calibrated
 - Needs to be tracked

This definition applies to discrete physical properties that are considered part of and enable the safe operation of transit in the San Francisco Bay Area region by the Tier II operators.

Lifecycle

The time interval that begins with the acquisition of a Transit Asset or Land Asset, and ends with the disposal of the Transit Asset or Land Asset. Lifecycle phases may include planning, design, procurement, construction, operations, maintenance, rehabilitation, and asset replacement/disposal.

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 (revenue vehicles and equipment/non-revenue service vehicles) or physical condition (facilities) threshold. Vehicle and equipment assets, for example, are considered in a State of Good Repair when they meet the ULB identified for each vehicle type. Facilities are considered in a State of Good Repair when they are rated as a 3 or above on FTA’s TERM scale. Also, see definition for Useful Life Benchmark.

State of Good Repair (SGR) Backlog

The cumulative dollar value of deferred capital maintenance and replacement needs.

TERM Scale

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

TERM Lite

An MS Access-based decision tool provided by the FTA for estimating SGR Backlog, annual capital investment needs, current and future asset conditions, and capital investment priorities over a 10- to 20-year time horizon.

Tier I Operator

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.

Tier II Operator

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 (1) one hundred (100) or fewer vehicles in revenue service during peak regular service across all non-rail fixed route modes or in any one non-fixed route mode, (2) a subrecipient under the 5311 Rural Area Formula Program, (3) or any American Indian tribe.

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 lifecycles, 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, the condition of inventoried assets, TAM performance measures and targets, the investment prioritization approach, and includes a list of investment priorities.

Useful Life

Defined by 49 U.S.C. Chapter 53 as "either the expected lifecycle 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 lifecycle 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 of 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.

Appendix C: Asset Inventory by Agency

Revenue Vehicles

Agency	Auto (AO)	Over- the- Road Bus (BR)	Bus (BU)	Double- Decked Bus (DB)	Ferry Boat (FB)	Cutaway (CU)/Van (VN)
Central Contra Costa Transit Authority			125			63
City of Dixon						17
Eastern Contra Costa Transit Authority			62			39
City of Fairfield			23			22
Livermore Amador Valley Transit Authority			60			
Marin Transit			55			41
Napa Valley Transportation Authority			56			14
Petaluma Transit			18			3
Rio Vista Delta Breeze			4			1
San Francisco Bay Ferry					18	
Santa Rosa CityBus			36			10
Solano County Transit			55			11
Sonoma County Transit	3		54			28
Union City Transit			25			13
Vacaville City Coach			26			10
Western Contra Costa Transit Authority		10	36	3		10

Non-Revenue Vehicles

Agency	Automobile	Trucks and Other Rubber Tire Vehicles	Workboat
Central Contra Costa Transit Authority	15	4	
City of Dixon			
Eastern Contra Costa Transit Authority	10	5	
City of Fairfield	4		
Livermore Amador Valley Transit Authority	4	8	
Marin Transit		2	
Napa Valley Transportation Authority	1	1	
Petaluma Transit	1	1	
Rio Vista Delta Breeze			
San Francisco Bay Ferry	1	10	2
Santa Rosa CityBus	1	9	
Solano County Transit	7	4	
Sonoma County Transit	8	7	
Union City Transit	1		
Vacaville City Coach	1	4	
Western Contra Costa Transit Authority	5	2	

Equipment

Agency	Comms	Electrification	IT	Revenue Collection	Utilities
Central Contra Costa Transit Authority	1	5	1	3	
City of Dixon					
Eastern Contra Costa Transit Authority		5			
City of Fairfield	2			1	
Livermore Amador Valley Transit Authority	5		69	1	
Marin Transit			59		
Napa Valley Transportation Authority	113		1		
Petaluma Transit					
Rio Vista Delta Breeze					
San Francisco Bay Ferry					
Santa Rosa CityBus					
Solano County Transit	1		1		
Sonoma County Transit	2				5
Union City Transit					
Vacaville City Coach	1				
Western Contra Costa Transit Authority				1	1

Facilities

Agency	Maintenance and Administration Facilities	Passenger and Parking Facilities
Central Contra Costa Transit Authority	4	
City of Dixon	3	3
Eastern Contra Costa Transit Authority	3	1
City of Fairfield	1	4
Livermore Amador Valley Transit Authority	2	1
Marin Transit	2	
Napa Valley Transportation Authority	2	4
Petaluma Transit	2	
Rio Vista Delta Breeze	1	1
San Francisco Bay Ferry	2	15
Santa Rosa CityBus	2	2
Solano County Transit	2	3
Sonoma County Transit	3	15
Union City Transit		1
Vacaville City Coach	2	2
Western Contra Costa Transit Authority	1	

Guideway (Non-Track)

Agency	Dredging
Central Contra Costa Transit Authority	
City of Dixon	
Eastern Contra Costa Transit Authority	
City of Fairfield	
Livermore Amador Valley Transit Authority	
Marin Transit	
Napa Valley Transportation Authority	
Petaluma Transit	
Rio Vista Delta Breeze	
San Francisco Bay Ferry	6
Santa Rosa CityBus	
Solano County Transit	
Sonoma County Transit	
Union City Transit	
Vacaville City Coach	
Western Contra Costa Transit Authority	

Appendix D: Useful Life Benchmarks

Revenue Vehicles

Agency	Auto (AO)	Over-the-Road Bus (BR)	Bus (BU)	Double-Decked Bus (DB)	Ferry Boat (FB)	Cutaway (CU)/Van (VN)
Central Contra Costa Transit Authority			12			5/7
City of Dixon						6/7/8
Eastern Contra Costa Transit Authority			12			5
City of Fairfield		12/14	12			5/7/8
Livermore Amador Valley Transit Authority		12/14				
Marin Transit			7/10/12/14			7/8
Napa Valley Transportation Authority			12/14			5/7
Petaluma Transit			14			7
Rio Vista Delta Breeze			7			6
San Francisco Bay Ferry					25	
Santa Rosa CityBus			14			8/10
Solano County Transit		14	12/15			5/7/10
Sonoma County Transit	7		12			7
Union City Transit			12			4/5/7
Vacaville City Coach			12			7/10
Western Contra Costa Transit Authority		12/14	12	14		5/7

Non-Revenue Vehicles

Agency	Automobile	Trucks and other Rubber Tire Vehicles	Ferryboat
Central Contra Costa Transit Authority	7		
City of Dixon			
Eastern Contra Costa Transit Authority	5	5	
City of Fairfield	10	10	
Livermore Amador Valley Transit Authority	10/16	14/15	
Marin Transit	8	8/15	
Napa Valley Transportation Authority	20		
Petaluma Transit	10	10	
Rio Vista Delta Breeze			
San Francisco Bay Ferry		8/10	
Santa Rosa CityBus	11	12/20	
Solano County Transit	7	5/6/7	
Sonoma County Transit	10/15	12/15	
Union City Transit	10		
Vacaville City Coach	10	10	
Western Contra Costa Transit Authority	4	8/10	

Appendix E: Transit Capital Priorities Scoring

Project Category/Description	Project Score
Debt Service	17
Repayment of financing issued against future FTA revenues. Debt service, including principal and interest payments, for any financing required to advance future FTA or STP revenues to fund annual TCP or Core Capacity Challenge Grant Program (CCCGP) programs of projects will be treated as score 17.	
Revenue Vehicle Replacement	16
Replacement of a revenue vehicle at the end of its useful life (see Asset Useful Life in the TCP). Vehicles previously purchased with revenue sources other than federal funds are eligible for FTA formula funding as long as vehicles meet the replacement age. Vehicles are to be replaced with vehicles of similar size (up to 5-foot size differential) and seating capacity (e.g., a 40-foot coach replaced with a 40-foot coach and not an articulated vehicle). If an operator is electing to purchase smaller or larger buses (above or below a 5-foot size differential), or do a sub-fleet reconfiguration, the replacement sub-fleet will have a comparable number of seats as the vehicles being replaced. Paratransit vehicles can be replaced with the next larger vehicle providing the existing vehicle is operated for the useful life period of the vehicle that it is being upgraded to. Any other significant upgrade in size will be considered as vehicle expansion and not vehicle replacement. For urgent replacements not the result of deferred maintenance and replacement of assets 20% older than the usual replacement cycle (e.g., 12 or 16 years for buses depending on type of bus), a project may receive an additional point.	
Revenue Vehicle Rehabilitation	16
Major maintenance designed to extend the useful life of a revenue vehicle (+5 years for buses, +20 years for railcars, +20 years for locomotives, +20 years for heavy hull ferries). Rehabilitation of historic railcars, which have, by definition, extended useful lives, is included in this category.	
Core Capacity Challenge Grant (CCCGP) Program Projects	16
Projects proposed for TCP funding in the CCCGP (MTC Resolution No. 4123) that are not otherwise a Score 16.	
Used Vehicle Replacement	16
Replacement of a vehicle purchased used (applicable to buses, ferries, and rail cars) is eligible for federal, state, and local funding that MTC administers. Funds in this category include FTA Section 5307, STP, CMAQ, STIP, and Net Toll Revenues. However, funding for replacement of the used vehicle will be limited to a proportionate share of the total project cost, equal to the number of years the used vehicle is operated beyond its standard useful life divided by its standard useful life (e.g., if a transit property retained and operated a used transit bus for 5 years, it is eligible to receive 5/12 th of the allowable programming for the project).	
Fixed Guideway Replacement/Rehabilitation	16
Projects replacing or rehabilitating fixed guideway equipment at the end of its useful life, including rail, guideway, bridges, traction power systems, wayside train control systems, overhead wires, cable car infrastructure, and computer/ communications systems with a primary purpose of communicating with or controlling fixed guideway equipment. Projects in this category are subject to fixed guideway project caps.	

Ferry Propulsion Systems	16
Projects defined as the mid-life replacement and rehabilitation of ferry propulsion systems in order that vessels are able to reach their 25-year useful life. Projects in this category are subject to fixed guideway project caps.	
Ferry Major Component	16
Projects associated with propulsion system, inspection, and navigational equipment required to reach the full economic life of a ferry vessel. Projects in this category are subject to fixed guideway project caps.	
Ferry Fixed Guideway Connectors	16
Floats, gangways, and ramps associated with the safe moorage and boarding of passengers to/from ferry vessels. Projects in this category are subject to fixed guideway project caps.	
Revenue Vehicle Communication Equipment	16
Includes on-board radios, radio base stations, and computer/communications systems with a primary purpose of communicating with and/or location/navigation of revenue vehicles, such as GPS/AVL systems.	
Non-Clipper® Fare Collection/Fareboxes	16
Revenue vehicle and wayside fare equipment are eligible for replacement as score 16. The maximum programming allowance for revenue vehicle fare equipment purchased separately from revenue vehicles is outlined in Section III, Project Funding Caps in the TCP, providing the fare equipment is not replaced prior to the 12-year replacement cycle for buses. Fare equipment must be compatible with the Clipper® fare collection system.	
Clipper®	16
Replacement of Clipper® fare collection equipment and systems.	
Bus Diesel Emission Reduction Devices	16
Bus diesel emission reduction devices or device components required to meet or exceed California Air Resources Board requirements, including first-time retrofits, upgrades, replacements, and spares. Devices or components must be installed on buses that will remain in service for at least five (5) years following year programming in order to be treated as Score 16. Only spares up to 10% of the operator's current device inventory will be treated as Score 16. Bus diesel emission device projects treated as Score 16 require a 50% local match. Devices or components installed on buses scheduled to be replaced within five (5) years of programming, and spares in excess of 10% of the operator's inventory, will be treated as Preventive Maintenance (Score 9). See Section V, Programming Policies, Bus Diesel Emission Reduction Device Funding Program in the TCP.	
Vanpool Support Program	16
Turnkey vanpool services contracted by MTC. This program is subject to funding cap at levels no greater than the projected apportionments generated by vanpool reporting in the urbanized area.	
Safety	15
Projects addressing potential threats to life and/or property. The project may be maintenance of existing equipment or new safety capital investments. Includes computer/communications systems with a primary purpose of communicating with/controlling safety systems, including ventilation fans, fire suppression, fire alarm, intruder detection, CCTV cameras, and emergency "blue light" phones. Adequate justification that the proposed project will address safety and/or security issues must be provided. The TFWG will be provided an opportunity to review proposed projects before a project is programmed funds	

in a final program. Projects that contribute to a 1% security requirement will be considered Score 16.	
ADA/Non-Vehicle Access Improvement	14
Capital projects needed for ADA compliance. Does not cover routine replacement of ADA-related capital items. Project sponsor must provide detailed justification that the project is proposed to comply with ADA. Subject to TFWG review.	
Fixed/Heavy Equipment, Maintenance/Operating Facilities	13
Replacement/rehabilitation of major maintenance equipment, generally with a unit value over \$10,000; replacement/rehabilitation of facilities on a schedule based upon the useful life of the components.	
Station/Intermodal Stations/Parking Rehabilitation	12
Replacement/rehabilitation of passenger facilities. Includes computer/communications systems with a primary purpose of communicating with/controlling escalators or elevators, and public address or platform display systems at stations or platforms.	
Service Vehicles	11
Replacement/rehabilitation of non-revenue and service vehicles based on useful life schedules.	
Tools and Equipment	10
Maintenance tools and equipment, generally with a unit value below \$10,000.	
Administrative Computer Systems and Office Equipment	9
Computers, copiers, fax machines, etc. Includes administrative—MIS, financial, HR, scheduling, transit asset management, and maintenance management systems.	
Preventive Maintenance	9
Ongoing maintenance expenses (including labor and capital costs) of revenue and non-revenue vehicles that do not extend the life of the vehicle. This includes mid-life change-out of tires, tubes, engines, and transmissions that do not extend the life of the vehicle beyond the 12-year life cycle. Preventive maintenance may be treated as Score 16 under certain circumstances; see Section V, Programming Policies, Preventive Maintenance Funding in the TCP.	
Operational Improvements/Enhancements	8
Any project proposed to improve and/or enhance the efficiency of a transit facility.	
Operations	8
Costs associated with transit operations, such as the ongoing maintenance of transit vehicles, including the cost of salaries. See Section V, Limited Use of FTA Funds for Operating Purposes in the TCP.	
Expansion	8
Any project needed to support expanded service levels.	

Appendix F: Investment Prioritization Templates

Vehicles

Agency Name	
Project Name	<i>Example: Replace hybrid fleet</i>
Project Description	<i>Example: The fleet of hybrid buses are nearing their planned useful life and need to be replaced in the next 2 years. The buses are still running but there are some periodic issues that arise.</i>
Asset Class	Vehicles
Estimated Cost	

Evaluation Criteria		Comments/Notes
Safety	Does operating the vehicle pose a safety risk to the traveling public or others that cannot be easily mitigated through routine maintenance/service to the vehicle?	<i>Example: No, there have been no major safety incidents reported on the vehicle since it was put into service.</i>
Impact to Service and Operations	Is the vehicle reliably providing service to the public?	<i>Example: No, some vehicles in the fleet have broken down during revenue service, which has affected reliability targets. These breakdowns are anticipated to become more frequent if the fleet is not replaced soon.</i>
Maintenance	Does the vehicle require any major parts/components or major overhaul activities?	<i>Example: The shells of the vehicles are starting to show some signs of wear and deterioration; we do not conduct overhauls on our vehicles.</i>
Age	Is the vehicle beyond its planned useful life? If yes, how many years is it beyond its planned useful life?	<i>Example: No, the fleet is right at its planned useful life. We anticipate the fleet will be able to run for two more years before it must be retired.</i>
Condition/Usage	Is the vehicle in good condition/is the usage infrequent?	<i>Example: No, the vehicles are in fair/poor condition.</i>
Recommendation		
<i>Example: The fleet needs to be retired in two years. Given the two-year procurement period, we recommend funding the replacement so that a new fleet of vehicles can be put in service when the current fleet is retired.</i>		

Equipment

Agency Name	
Project Name	<i>Example: Replace Mobile Column Lift</i>
Project Description	<i>Example: The first mobile column lift that was purchased is starting to show signs of age and needs to be replaced.</i>
Asset Class	Equipment
Estimated Cost	

Evaluation Criteria		Comments/Notes
Safety Risk to Staff	Does the condition of this equipment pose a safety risk to staff who use the equipment?	<i>Example: No, its condition does not pose a safety risk to staff. The bus lift is intended to remove safety risk from the inspection process.</i>
Safety Risk to Customers	Does the condition of this equipment affect the ability to maintain the safe operation of customer facing assets (e.g., vehicles)?	<i>Example: Yes, although there are two other mobile column lifts available for use.</i>
Impact to Service and Operations	Does the condition of this equipment impact the ability to provide revenue service and meet existing levels of service?	<i>Example: Mostly no, except during the downtime for repairs to take place.</i>
Maintenance	What is the level of maintenance and inspection required to keep the equipment in working condition?	<i>Example: Planned maintenance is mostly sufficient but some additional corrective maintenance is required to deal with specific issues that arise.</i>
Age	Is the equipment beyond its planned useful life? If yes, how many years is it beyond its planned useful life?	<i>Example: No, the mobile column lift is not beyond its useful life.</i>
Condition	What is the equipment's condition? The condition may be based on a visual inspection, review of maintenance records, and any other tests that may have been performed on it.	<i>Example: The condition is fair and there have not been any significant repairs that have been needed in the past two years.</i>
Recommendation		
<i>Example: We do not believe this is an urgent request and given the number of other pressing equipment needs (and the two other mobile column lifts that are still in working condition), we recommend deferring this project and re-evaluating the need again next year.</i>		

Facilities

Agency Name	
Project Name	<i>Example: Escalator Replacement at Intermodal Station</i>
Project Description	<i>Example: The pair of escalators at the Intermodal Station entrance require frequent repairs and the contractor is recommending replacement.</i>
Asset Class	Facilities
Estimated Cost	

Evaluation Criteria		Comments/Notes
Safety Risk to Customers (Passenger and Parking Facilities)	Does the condition of this facility pose a safety risk to customers who interface with this facility? Does the condition of this facility affect the ability to maintain the safe operation of customer facing assets (e.g., vehicles)?	<i>Example: While the current condition of the escalators does not pose an immediate safety risk to customers, this could become a safety risk if current issues persist.</i>
Safety Risk to Staff (Administrative and Maintenance Facilities)	Does the condition of this facility pose a safety risk to staff who use this facility?	<i>Example: N/A, this is a passenger and parking facility.</i>
Impact to Service and Operations	Does the facility impact revenue service? This factor prioritizes activities on passenger facilities versus administrative facilities.	<i>Example: While the escalators do not directly impact revenue service, they do affect the customer experience and could impact whether customers choose to use the station.</i>
Maintenance	What is the level of maintenance and inspection required to keep the facility or its major components in working condition?	<i>Example: The escalators require frequent corrective maintenance to main service quality.</i>
Age	Is the facility element (or a major component of the element) beyond its planned useful life?	<i>Example: No, the escalators are not beyond its useful life (currently 15 years). However, they are experiencing frequent issues that are disproportionate to their age.</i>
Condition Score	What is the element's condition score (based on the physical condition assessment)?	<i>Example: The escalator condition score is a 2 (from 2017).</i>
Recommendation		
<i>Example: We recommend funding elevator replacement in the next year.</i>		